



**EVALUATING THE IMPLEMENTATION OF THE INTEGRATED DEVELOPMENT PLAN WITH
PARTICULAR REFERENCE TO UMTSHEZI LOCAL MUNICIPALITY**

BONGANI D. DLAMINI

**THIS DISSERTATION IS SUBMITTED TO THE SCHOOL OF MANAGEMENT, INFORMATION
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ABSTRACT

This dissertation examined the implementation of the integrated development plan (IDP) with particular reference to Umtshezi Local Municipality. The study explored views of municipal workers, community members and councillors on the implementation of the IDP in Umtshezi Local Municipality to establish its strength, weaknesses and make recommendations on how it can be implemented better in the future to meet the needs of the communities it serves.

This study is situated in Umtshezi municipality in KwaZulu-Natal, an area comprising of former Wembezi/Estcourt and Weenen Transitional Local Councils (TLCs), located along the N3 highway, approximately 165km northwest of Durban and 400km southeast of Johannesburg. The study used mixed methods (both qualitative and quantitative methods) to provide multiple perspectives. Triangulation of data sources also avoided potential under-reporting and over-reporting of successes and/or challenges in the implementation of the IDP in Umtshezi Local Municipality. Data was collected from 25 municipal workers, 25 community members and 11 Councillors who were selected purposively and by snowballing.

This study concluded that most participants do have an understanding of the implementation of IDP projects in the Municipality. There was also a general sense of agreement that the Municipality was implementing priority IDP projects in consultation with the community members and that people were generally satisfied with the service delivery. It can also be concluded that while the rates of poverty and inequality are still high in the Municipality, like in most Municipalities in South Africa, some people have and continue to benefit from IDP projects such as housing, water and sanitation, electrification of their houses, while communities benefit largely from the construction of Community Halls, installations of street lights and construction of roads and other infrastructure. The study also made a number of recommendations, namely; capacity development and enhancement; promoting community

engagement at all stages of IDP projects implementation; fundraising within the Municipality; building effective leadership; and empowerment of Councillors.

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TABLE OF CONTENTS

COPYRIGHT NOTICE.....	i
ABSTRACT	ii
ACKNOWLEDGMENTS	iv
CHAPTER 1: BACKGROUND TO STUDY	1
1.1. INTRODUCTION	1
1.2. STUDY RATIONALE	4
1.3. RESEARCH AIMS	6
1.4. RESEARCH OBJECTIVES	6
1.5. KEY QUESTIONS.....	6
1.6. SUMMARY OF RESEARCH METHODS.....	6
1.7. DEFINITION OF TERMS	8
1.8. STRUCTURE OF THE DISSERTATION	9
CHAPTER 2: INTEGRATED DEVELOPMENT PLANNING: THEORETICAL OVERVIEW	11
2.0. INTRODUCTION	11
2.3. INTEGRATED DEVELOPMENT PLANNING: LEGISLATIVE FRAMEWORK FOR IDP	15
2.3.0. INTRODUCTION	15
2.3.1. The Constitution of the Republic of South Africa, 1996 (Act 108 of 1996)	15
2.3.2. Local Government Transition, Second Amendment Act, 1996 (Act 97 of 1996) (LGTA)	16
2.3.3. White Paper on Local Government (Government Gazette No. 18739 of 1998)	17
2.3.4. The Local Government: Municipal Systems Act, 2000	19
2.4. IDP IMPLEMENTATION PROCESS	20
2.5. KEY PERFORMANCE AREAS OF THE IDP	23
2.5.1. Summary of the KPAs	25
2.6. STRENGTHS OF THE IDP	27
2.6.1. <i>IDP: Participatory approach to development</i>	28

2.6.2. IDP as a pro-democracy development tool	29
2.6.3. IDP as a way of improving municipal performance	30
2.7. CRITIQUE OF THE IDP	30
2.8. CONCLUSION	31
CHAPTER 3: OVERVIEW OF UMTSHEZI LOCAL MUNICIPALITY IDP	32
3.0. INTRODUCTION	32
3.1. ORGANOGRAM OF UMTSHEZI LOCAL MUNICIPALITY	33
3.2. KEY AREAS OF SERVICE PROVISION IN THE UMTSHEZI LOCAL MUNICIPALITY	33
3.2.1. Energy and electricity	35
3.2.2. Roads and transport.....	35
3.2.3. Free basic services	36
3.2.4. Refuse removal and waste management.....	36
3.2.5. Housing provision	36
3.2.6. Water and sanitation	37
3.2.7. Education.....	37
3.2.8. Health care facilities	38
3.2.9. Sports and recreation	38
3.2.10. Local economic development (LED).....	39
3.3. CONCLUSION	40
CHAPTER 4: RESEARCH DESIGN AND METHODOLOGY	41
4. INTRODUCTION.....	41
4.1.1. Research design.....	41
4.1.2. Study context.....	42
4.2. RESEARCH METHODS	45
4.2.1. Pre-data collection activities	45
4.2.2. Sampling.....	45
4.2.3. Sampling size	46

4.2.4.	Quantitative research methods	46
4.2.5.	Qualitative research methods	48
4.3.	ETHICAL ISSUES	51
4.4.	CONCLUSION.....	52
CHAPTER 5: QUANTITATIVE DATA ANALYSIS & INTERPRETATION OF RESULTS		53
5.	INTRODUCTION.....	53
5.1.1.	Demographic information of participants.....	53
5.1.2.	Participants' gender.....	54
5.1.3.	Participants' race	55
5.1.4.	Participants' age	56
5.2.	THE MUNICIPAL INTERNAL ORGANISATIONAL CLIMATE SURVEY	58
5.3.	HIGH LEVEL PERCEPTION SURVEY	59
5.4.	LEADERSHIP AND ETHICS SURVEY	64
5.5.	CORPORATE AND SOUND GOVERNANCE SURVEY	67
5.6.	OBJECTIVES OF IDP.....	72
5.7.	COMMUNITY MEMBERS' PERCEPTION SURVEY	77
5.8.	CONCLUSION	80
CHAPTER 6: QUALITATIVE DATA ANALYSIS & INTERPRETATION OF RESULTS.....		81
6.	INTRODUCTION.....	81
6.1.	ROLE OF THE IDP.....	81
6.2.	IDP AND POVERTY REDUCTION	83
6.3.	IDP AND INEQUALITY REDUCTION	84
6.4.	COMMUNITY INVOLVEMENT IN CONDUCTING IDP PROJECTS.....	85
6.5.	MONITORING AND EVALUATION SYSTEMS TO MEASURE IDP PROJECTS.....	86
6.6.	CHALLENGES FACED IN IMPLEMENTING IDP PROJECTS	88
6.7.	LESSONS LEARNT IN IMPLEMENTING IDP PROJECTS	91
6.8.	CAPABILITIES AND COMPETENCIES TO DRIVE THE IMPLEMENTATION OF THE IDP	93

6.9. CONCLUSION	95
CHAPTER 7: GENERAL CONCLUSIONS AND RECOMMENDATIONS	96
7.0. INTRODUCTION	96
7.1. GENERAL CONCLUSIONS.....	97
7.2. RECOMMENDATIONS	98
7.2.1. <i>Capacity development and enhancement</i>	98
7.2.2. <i>Promote community engagement at all stages of IDP projects implementation</i>	98
7.2.3. <i>Revenue within the Umtshezi Local Municipality</i>	99
7.2.4. <i>Build people-centred, efficient and effective municipal leadership</i>	99
7.2.5. <i>Empowerment of Councillors</i>	100
7.2.6. <i>Conclusion</i>	100
REFERENCES	102
APPENDIX A: QUESTIONNAIRE FOR MANAGEMENT AND STAFF AT UMTSHEZI LOCAL MUNICIPALITY	108
APPENDIX B: INTERVIEW SCHEDULE FOR MANAGEMENT AND STAFF AT UMTSHEZI LOCAL MUNICIPALITY.....	113
APPENDIX C: INTERVIEW SCHEDULE FOR COMMUNITY MEMBERS IN UMTSHEZI LOCAL MUNICIPALITY	123
APPENDIX D: QUESTIONNAIRE FOR COMMUNITY MEMBERS UMTSHEZI LOCAL MUNICIPALITY	130
APPENDIX E: INFORMATION SHEET & CONSENT FORM.....	135
APPENDIX F: LETTER REQUESTING PERMISSION TO CONDUCT STUDY	137
APPENDIX G: ETHICAL CLEARANCE LETTER FROM UKZN	138
Turnitin Originality Report	139

CHAPTER 1: BACKGROUND TO STUDY

1.1. INTRODUCTION

South Africa has been shaped by its complex social, historical, political and economic processes, including the socially segregating and discriminating effects of apartheid. The apartheid era fundamentally separated the African, Coloureds, Indians and Whites from each other. Policies of racial separation restricted African people to 'Bantustans' or 'Homelands' – which were remote, rural and impoverished. This apartheid system led to high levels of poverty among the Blacks and high levels of inequality across racial lines.

In the apartheid era, municipalities largely focused on provision of services and implementation of regulations. The advent of democracy in 1994 and introduction of the new Constitution in 1996 witnessed the set-up of new legislative and policy frameworks for local government, leading municipalities to follow a developmental approach in all its activities to improve the socioeconomic status of the previously underprivileged people. As a way of eradicating poverty and inequality, the government of South Africa implemented a number of sustainable and inclusive pro-poor developmental programmes (Davies, 2003: 37). The government realised the importance of increasing community participation in initiating programmes that enhance service delivery and reduce poverty and inequality in South Africa.

Post-democracy, the South African government established regulations, policies and laws to address these challenges of poverty and inequality. These policies and laws were meant to promote integration and coherent socio-economic progress primarily based on the Reconstruction and Development Programme (RDP) (RDP, 1994). The RDP was introduced to promote integration and sustainability. The RDP was to be a nation building process driven by the people ensuring that peace and stability is

in place while meeting the needs of the poor people by securing social development, reducing inequality, building infrastructure and giving people the voice to participate in decision making (Marais, 1998).

The government realised that it was not achieving its ultimate objectives through the RDP. Consequently, it introduced the integrated development plan (IDP), which was to be delivered in a consultative, participatory and sustainable manner (Cloete, Merrifield & Masiteng, 2003: 16; Davies, 2003: 36). The Local Government Transition, Second Amendment Act, 1996 (Act 97 of 1996), one of the early pieces of legislation for the IDP, has been criticised for bringing about a lot of confusion amongst partners in the IDP process. For instance, it did not provide details on the relationship between the IDP and the Land Development objectives and also the relationship between the planning instruments that had been developed, particularly in KwaZulu-Natal and the Western Cape IDP (Harrison, 2006: 196). The release of the White Paper on Local Government (Government Gazette no. 18739 of 1998) introduced principles and proposed arrangements for the establishment of new systems of local government ending the transitional period and emphasised the need to link IDP and performance management (Harrison, 2006: 197).

The Local Government: Municipal Systems Act, 2000 (32 of 2000) (Section 30 (a)) stipulates that the executive committee or executive mayor or a committee of councillors is in charge of drafting and managing municipal IDPs. The IDP is implemented by municipalities and encompasses all the activities of local government (Davis, 2003: 33; Davis, Theron & Maphunye, 2004: 124; Gunter, 2006: 35). This strategy has been made obligatory in terms of the Local Government: Municipal Systems Act, 2000 (Government of South Africa, 2000) which compels local authorities to clearly determine development strategies which can reduce poverty. However, this drafting of IDPs should be done in consultation with all stakeholders, including community members who are supposed to benefit from the IDP projects.

The IDP seeks to promote integration and reduce poverty using developmental strategies that balance the socioeconomic and environmental aspects of development and sustainability without negatively affecting the institutional capacity required in implementation (Cloete, Merrifield & Masiteng, 2003: 17; Mashamba, 2008: 422; Maserumule, 2008: 436). Municipalities are obligated to formulate a five-year strategic plan that is reviewed on an annual basis in discussion with all the relevant stakeholders (Government of South Africa, 2000). The IDP is meant to facilitate the formulation of suitable municipal vision, priorities, and goals that allow for greater community participation, which are informed by the actual development needs of the municipality (Cloete, Merrifield & Masiteng, 2003: 16).

The IDP makes it possible for municipalities to utilise the few resources they have at their disposal to promote equitable service delivery. Integrated developmental planning is aimed at bringing together the municipality and community on decision making for solutions to promote sustainable development in a participatory manner. The IDP also translates policies into specific plans and projects to eradicate poverty and inequality. Municipalities need an IDP to be able to function in an informed and coordinated manner to avoid ad hoc decision making, duplication and wastage of limited resources (Harrison, 2002: 176). Also, the IDP makes it possible to prioritise development programmes that are essential for the respective municipal area in a bid to achieve economic growth, social progress and ecological balance (Maserumule, 2008: 437-438).

However, poverty and inequality in South Africa is still on the rise, with some studies showing that the gap between the poor and the rich is widening, making the country one of the most unequal countries in the world (Hunter, May & Padayachee, 2003: 1; Swilling, 2006: 13). Even when the country's economy is growing, the widening inequalities are backtracking the pro-poor development agenda because the resources are not being distributed equally: "...for a given rate of growth, the extent of poverty reduction

depends on how the distribution of income changes with growth and on initial inequalities in assets, and access to opportunities that allow poor people to share in growth” (Swilling, 2006: 13). In this context where poverty and inequality is on the increase, even when local, provincial and the national government have set aside huge resources to combat these problems, it is important to explore and establish the impact of the implementation of the IDP in Umtshezi municipality. Umtshezi is located along the N3 highway, and according to Umtshezi Local Municipality is “approximately 165km northwest of Durban and 400km southeast of Johannesburg. The 2011 Community Survey estimated that the total population of Umtshezi Municipality is 83 907 individuals” (Umtshezi Municipality, 2012: 3).

1.2. STUDY RATIONALE

This study evaluates the implementation of the IDP in Umtshezi Local Municipality as a way of alleviating poverty and inequality in the area.

Umtshezi Local Municipality (ULM) was established in terms of section 155 (1) (b) of the Constitution of the Republic of South Africa (1996) following the Demarcation process and 2000 local government elections. Umtshezi Local Municipality is one of five (5) category B local municipalities under Uthukela District Municipality. The other local municipalities under the district municipality include Indaka, Umnambithi, Okhahlamba and Imbabazane municipalities (Umtshezi Municipality, 2012: 3).

Based on its developmental local government mandate to implement and coordinate all development activities within its area of authority through the IDP:

Umtshezi Local Municipality drew up a development strategic plan in conjunction with the local communities and with other stakeholders and organizations to identify and assess development backlogs within the communities with the aim of addressing them. It has identified projects aimed at addressing the challenges experienced by local communities, which are in line with

the municipality's vision, mission, objectives and strategies, resource framework and should also comply with legal requirements of different sectoral departments or donors. This has been done in order to avoid duplication of activities and allow the municipality to maximize the positive development impact that is derived from utilization of its scarce resources. This IDP is based on the municipal theme "Transforming for better service delivery" (Umtshezi Municipality, 2012: 3).

The theme places emphasis on what the municipality plans to achieve, how this will be implemented, who will implement and what resources in terms of budgets, infrastructure and institutional capacity are available to fulfill that purpose, by when. Umtshezi Municipality 'in-partnership' with other sector departments/stakeholders is committed to: -

- Providing an enabling economic and social development environment;
- Striving to provide housing with bulk infrastructure;
- Establish and maintain community networks that promote healthy engagements, between the Municipality and other stakeholders;
- Develop Umtshezi in a way that does not compromise future generations;
- Work co-operatively with other spheres of Government and the Private Sector; and
- Continuously provide services in an equitable manner taking cognisance of Batho Pele Principles (Umtshezi Municipality, 2012: 3).

It is against these goals and objectives that it is significant to evaluate the implementation of the integrated development plan with reference to Umtshezi Local Municipality to establish its strength, weaknesses and make recommendations on how it can be implemented better in the future to meet the needs of the communities it serves.

1.3. RESEARCH AIMS

The study aims to evaluate the implementation of the integrated development plan with particular reference to Umtshezi Local Municipality.

1.4. RESEARCH OBJECTIVES

- To evaluate the implementation of the IDP with particular reference to Umtshezi Local Municipality;
- To assess the factors which have contributed to the successes and failures of integrated development planning as an approach to integrate and transform Umtshezi Local Municipality;
- To review the legislative and policy framework of IDP in South Africa; and
- To develop recommendations on how to implement integrated development planning projects in Umtshezi Local Municipality.

1.5. KEY QUESTIONS

1. What is the role of the IDP with particular reference to Umtshezi Local Municipality?
2. Who are the targeted beneficiaries of IDP in Umtshezi Local Municipality?
3. What challenges are being faced by Umtshezi Local Municipality in implementing the IDP?
4. Who are the stakeholders involved in deciding what projects to implement in the IDP?
5. What valuable lessons have been learnt in implementing IDP projects in the past five years?
6. What recommendations are there to ensure successful implementation of the IDP in Umtshezi Local Municipality in future?

1.6. SUMMARY OF RESEARCH METHODS

This study is situated in Umtshezi Local Municipality, in KwaZulu-Natal, South Africa. It utilizes mixed methods research, which involves the joint use of quantitative and qualitative styles of research and data in the examination of a social phenomenon (Johnson & Onwuegbuzie, 2004: 16). This study also

triangulates data sources by collecting data from municipal managers, municipal staff, councillors, and community stakeholders in order to obtain different perspectives of IDP implementation in the Umtshezi Local Municipality from multiple stakeholders belonging to the Local Municipality.

I conducted pre-data collection activities which included familiarising myself with the data collection instruments that I had designed for the study mainly focusing on the objectives of the study, the topic guides, the research questions and detailed discussion about any possible ethical issues or problems that could arise during the interviews. Prior to the start of data collection, a community-entry process in which municipal managers, staff, community members and political leaders were approached and informed of the study to ensure buy-in from all stakeholders and collect basic information on IDP implementation in the Umtshezi Local Municipality.

I employed both purposive and snowball sampling for selecting participants to take part in a research study. The Umtshezi Municipality was purposively selected because it satisfies these criteria and provides an example in which to understand the role of IDP as a vehicle for integration and transformation. It also provides an opportunity to evaluate the role of the municipality in implementing the IDP. Participants were also recruited purposively according to their different portfolios in the Local Municipality and these participants who were recruited purposively were requested to recommend other participants who met the selection criteria.

Following a consent process, the participants were interviewed about their knowledge on the IDP implementation in Umtshezi Local Municipality. Municipal managers, staff and councillors all took part in both the survey and the in-depth interviews, while community stakeholders only took part in the survey. All survey responses were recorded on the questionnaires and all in-depth interviews were audio-recorded, and transcribed as they were all conducted in English. Quantitative data was analysed using

SPSS 22, while qualitative data was analysed using Nvivo Software 10. The study received ethical clearance from the University of KwaZulu-Natal Social Sciences and Humanities Research Ethics Committee (Protocol Reference Number: HSS/1078/014M). Internationally accepted ethical standards of conducting research were observed, which include getting written informed consent from participants.

1.7. DEFINITION OF TERMS

Developmental local government: - *“government at a local level that is committed to work with citizens, groups and communities to create sustainable human settlements that provide for a decent quality of life and meet the social, economic and material needs of the community”* (Republic of South Africa, 1998: 15).

Integrated development plan: - *“the IDP must link, integrate and co-ordinate plans, development proposals, strategies and frameworks for municipalities. These plans must align the financial resources and human capacity of municipalities”* (Republic of South Africa, 2000).

The IDP is also defined as an approach to planning that involves the whole municipality and its population in finding the right solutions to achieve good long-term and sustainable development. The IDP involves the connectivity of services: - for example, if a community needs housing, other related services such as road infrastructure, education facilities, electricity, health facilities, water and sanitation also have to be put in place. It is a process by which the planning efforts of different spheres and sectors of government and other institutions are coordinated at local government level (Geyer, 2006: 1).

The previous section provided the background to the study, study rationale, research aims and objectives, including definitions of terms, which will assist in understanding and following the sections that follow. The next section provides the structure of the dissertation.

1.8. STRUCTURE OF THE DISSERTATION

The dissertation is structured as follows:

Chapter One

- **Introduction-** This chapter discusses the background information and the research problem, research objectives, and questions of the study, and the structure of the dissertation.

Chapter Two

- **Integrated Development Plan: Theoretical overview-** This section will discuss the Local Governance and the Integrated Development Plan theoretical overview which will be used to help understand and analyse the information generated. It also explores the IDP implementation, key performance areas of the IDP, strengths of the IDP and its critique.

Chapter Three

- **Integrated development plan: overview of the Umtshezi Local Municipality**

This chapter explores the organisational structure of Umtshezi Local Municipality and its key areas of service provision.

Chapter Four

- **Research Methodology-** This chapter will discuss the research design, including the study context, research methods that will be used in order to collect data. The focus will be on qualitative and quantitative methods. This chapter also addresses ethical considerations taken in conducting the study.

Chapter Five

- **Quantitative data analysis and interpretation of results** - This section presents the quantitative data analysis and the interpretation of the results from participants. This chapter focuses on the

demographic information of the participants, the Municipal internal organisational survey responses, the high level perception survey, the leadership and ethics survey, the corporate and sound governance survey, the objectives of the IDP survey, and the community members' perception survey.

Chapter Six

- **Qualitative data analysis and interpretation of results** - This section presents the qualitative data analysis and the interpretation of the results from participants. This chapter explores the role of the IDP, the IDP and poverty reduction, IDP and inequality reduction, community involvement in decision making to conduct IDP projects, monitoring and evaluation systems to measure implementation of IDP projects, challenges faced in implementing IDP projects, lessons learnt in implementing IDP projects in the last 5 years and the Umtshezi Local Municipality's capabilities and competencies to drive the implementation of IDP projects.

Chapter Seven

- **General Conclusions and Recommendations:** - This section will discuss the overall conclusions and recommendations on how integrated development planning can be effective in facilitating development in the Umtshezi Local Municipality.

CHAPTER 2: INTEGRATED DEVELOPMENT PLANNING: THEORETICAL OVERVIEW

2.0. INTRODUCTION

This section of the chapter discusses the theoretical overview of Integrated Development Planning. The democratic government in South Africa faced significant challenges in terms of reconstruction, raising the living standards of the historically disadvantaged population, and development as a result of the apartheid legacy. The RDP was launched to address social and spatial inequalities. However, it did not cover all the factors and this led to the introduction of the IDP.

The IDP emerged in 1996 as an instrument to support the coordinated implementation and delivery of reconstruction and development by the national government structures through the provincial, district and local government departments (Binns & Nel, 2002: 137). In 1996 the role of the IDP focused on the local sphere of government. IDP became a legal prerequisite for municipalities in November 1996, after the enactment of the Local Government Transition Act (Binns & Nel, 2002: 138). The White Paper on Local Government (Government Gazette no. 18739 of 1998) identified the integrated development plan as an important instrument of a progressive and developmental local government (Harrison, 2006: 188).

2.1. LOCAL GOVERNANCE AND IDP

According to StepSA (2010) “the IDP is a management tool for developmental local governments to align scarce resources to agreed policy objectives, priorities actions, ensure integration with other spheres and provide the basis for engagement with communities”. According to the Constitution of the Republic of South Africa, Act 108 of 1996 a developmental local government is defined as one which serves to “provide democratic and accountable government for local communities; to ensure the provisions of services to communities in a sustainable manner; to promote social and economic

development; to promote a safe and healthy environment; and to encourage the involvement of communities and community organisations in the matters of local government” (Republic of South Africa, 1996).

In this regard, the White Paper on Local Government (Government Gazette no. 18739: 1998) branded developmental local government as “maximising social developments, inter-spherical integration and co-ordination, democratised development within a developmentally orientated environment”. IDP entails a consultative municipal planning involving the community, municipal officials, including councillors, the civil society, business stakeholders, community- and faith-based organisations and non-governmental organisations. IDP is a tool to enable developmental local government to respond to the needs of the local community (Malefane & Mashakoe, 2008: 473). The Local Government: Municipal Systems Act (2000) stated that the IDP for every municipality should contain the following:

- A vision for the long term development of a municipality;
- An assessment of the current level of servicing;
- Municipal council development priorities;
- The local council development strategies;
- A Special Development Framework (SDF);
- Operational strategies;
- Sectoral plans;
- Financial plans; and
- A set of key performance indicators and performance targets.

These guide municipalities in terms of what is expected in compiling the IDP document.

Every municipality should have an IDP that provides for more effective utilization of limited local, cost-effective and sustainable resources by concentrating on recognized and prioritized local needs

(Moodley, 2003: 24). The IDP also assists with acceleration of service delivery by providing an instrument which directs where development should be prioritized and occur (Gueli, Liebenberg & Van Huyssteen, 2007: 90). It provides a clear vision for a locality which clarifies the goals and objectives of an elected municipal council and acts as a framework that is intended to link all sectoral plans. The holistic, integrated, consultative and participatory nature of IDP allows for alleviation of poverty in a multi-faced manner. The effectiveness and success of IDPs are largely determined by their capability to strategize and allocate resources in an equitable, developmental and sustainable manner so as to benefit the previously disadvantaged groups in society (Valeta & Walton, 2008: 375) (see Figure 1). The IDP is also essential in attracting other funding, besides the one acquired from the Department of Local Government. Investors usually feel comfortable and confident in investing their money with municipalities which have clear objectives and development plans.

Figure 1: Purpose of an integrated development plan



Source: StepSA, 2010

The inclusive, interactive, transparent and participatory nature of the IDP is crucial in the strengthening of democracy. IDP implementation is a move away from an apartheid system of governance where only a few individuals were responsible for making decisions affecting masses of people. The IDP encourages inter-governmental co-operation by enabling communication among the national, provincial, district and local government; promotes rural and urban integration; facilitates integration and interaction of people from different socio-economic backgrounds and reduces poverty and inequality through the redistribution of resources.

2.3. INTEGRATED DEVELOPMENT PLANNING: LEGISLATIVE FRAMEWORK FOR IDP

2.3.0. INTRODUCTION

The Government of South Africa, through the National Department of Provincial Affairs and Local Government (DPLG), spearheaded the transition and transformation of local government in the early years of democracy with the objective of redressing the poverty and inequality that was brought about by the apartheid regime. This section discusses the following legislation in South Africa: the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996); the Local Government Transition Act (Second Amendment), 1996 (Act 97 of 1996; the White Paper on Local Government (Government Gazette No. 18739 of 1998); and the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000) in a bid to understand how they all contribute to the establishment and implementation of IDP in South Africa.

It is important to note that “democracy does not automatically benefit poor people and groups that have long faced social exclusion... Hence poor people must be more fully included in newly democratised systems. Just as an earlier generation recognised the need for growth with redistribution, many today have come to see the need for democratisation with inclusion” (Manor, 2004: 4-6). The legislations under discussion in the next sections highlight how the South African government intended to redress past injustices and bring about equitable distribution of wealth among the South African population.

2.3.1. The Constitution of the Republic of South Africa, 1996 (Act 108 of 1996)

The Constitution of the Republic of South Africa, 1996, Section 151 (1) stipulates that developmental local government should be democratic and accountable to its citizens, ensuring sustainable service delivery to the people in its communities to realise pro-poor and equitable social and economic development. Local governments therefore need to make sure that their structures and administration,

including budgeting and planning processes prioritize the basic needs of communities. These needs include: public health services; public transport; public roads and infrastructure development; parks and recreation. It is also very crucial for local governments to participate in poverty reduction programmes, and low-cost housing projects for the previously disadvantaged population groups in South Africa.

Additionally, the Constitution of the Republic of South Africa states that a developmental local government should promote community participation in all its activities as a way of promoting a safe and healthy environment for all its citizens (Republic of South Africa, 1996a). Local government should engage community members in preparing, planning, implementing and reviewing of the IDP. This provides community members with the power and mandate to review, comment and make recommendations on the priority areas, preparation of budgets and performance monitoring.

The Constitution of the Republic of South Africa gave local governments a clear mandate to transform and move away from only providing services and implementation of regulations as was done during the apartheid era to focusing on planning and development as a way of improving the socioeconomic status of previously disadvantaged and segregated populations. The Constitution also makes it clear that the local municipalities are accountable, transparent and responsive in delivering essential services to their communities. Local municipalities should always make decisions regarding the priority needs of the communities in a participatory and consultative manner. This will not only create and increase efficiency of governance, but has the potential to curb any unforeseen unrest as everyone is included in decision making.

2.3.2. Local Government Transition, Second Amendment Act, 1996 (Act 97 of 1996) (LGTA)

It is required by the Local Government Transition Act, Second Amendment that each Local Municipality designs an integrated development plan in their community in a consultative manner. This Act focused

on the establishment, the consolidation and sustainability of the IDP and provided a legal framework for IDP between 1995 and 1999. Every Local Municipality has a financial mandate to ensure that they carry out their duties and responsibilities to the community in an efficient, economical and effective manner (Republic of South Africa, 1996b).

The Act also stipulated that the local municipalities should be accountable to the community members they serve and conduct their planning, budgeting and implementation of the IDP in a transparent and consultative manner. The structures and administration of local municipalities need to prioritize the basic needs of the communities they serve and make sure that the socioeconomic needs of the population are met. The Act also emphasised the importance of ensuring that the local municipalities establish projects that promote long-term sustainability and benefit for the community. Monitoring, evaluation and reviewing of performance indicators set by the local municipalities is also crucial and should be consultative and participatory in nature to make sure that the set objectives are delivering the required outcomes.

2.3.3. White Paper on Local Government (Government Gazette No. 18739 of 1998)

The White Paper on Local Government (Government Gazette no. 18739 of 1998) is aimed at addressing the past injustices that were brought about by the apartheid regime. It emphasises the importance of “maximising social and economic growth, integration and co-ordination, democratising development, as well as learning” (Republic of South Africa, 1998, p. 18). One of its objectives is to address the skewed settlement patterns, equitably distribute economic resources so that the previously disadvantaged races also benefit from the economic growth of the country. This White Paper on Local Government (Government Gazette no. 18739 of 1998) also emphasises that infrastructure development is a critical area to address by creating well-functioning municipal institutions that would

plan, serve, and improve economic development in rural communities while encouraging community engagement and participation (Republic of South Africa, 1998: 18).

The White Paper also stipulates the need for the local municipalities to ensure that basic human rights and needs of South Africans are met by aligning scarce resources to the agreed policy objectives in a sustainable way. It highlights the importance of co-ordination and integration of services in local municipalities such as public health care, public transportation, and establishment of small to medium enterprises, provision of water, housing, sanitation and electricity (Republic of South Africa, 1998: 46). These services should be mainly targeted at the previously disadvantaged populations, including women, disabled people and the poor (Republic of South Africa, 1998: 18). However, before engaging in any projects, local municipalities need to conduct a situational analysis, come up with pragmatic strategies and align their resources in line with their vision, and available skills to undertake the projects.

The White Paper speaks of the importance of local municipalities creating jobs and provide household infrastructure to promote human and social development. Local municipalities need to establish plans for development, growth and redistribution of economic resources in an equitable manner that would encourage the human development of all persons in their communities. Human development through education, training and setting up of small to medium enterprises has potential to enhance job creation, thereby alleviating poverty and making it possible for sustainable human development.

According to the White Paper the IDP should form a basis for engagement with communities and encourage community participation in advancing the socioeconomic, human and material conditions of communities. Local municipalities therefore need to champion redistribution of resources to benefit the poor and those who are marginalised (Republic of South Africa, 1998: 20).

2.3.4. The Local Government: Municipal Systems Act, 2000

Prior to the enactment of the Local Government: Municipal Systems Act of 2000, there was the enactment of the Local Government: Municipal Structures Act, 1998 (Act 117 of 1998). The Municipal Structures Act, 1998 (Act 117 of 1998) stipulates that:

The Executive Mayor of a Local Municipality must identify the needs of the municipality; review and evaluate the needs in terms of priority; recommend to the municipal council strategies, programmes and services to address priority needs through the IDP, taking into account national and provincial development plans; and recommend best ways to deliver strategies, programmes and services to maximum benefit of the community (StepSA, 2010).

The Local Government: Municipal Systems Act, on the other hand, highlights that each municipal council must implement an inclusive, consultative, participatory and strategic IDP for the development of the municipality. The IDP needs to encompass “a spatial development framework; connect, integrate and coordinate all the municipality plans; and align resources and capacity of municipality with implementation of the IDP” (StepSA, 2010), while fostering the integration of national and provincial programmes into the local municipal planning processes, as required by section 153 (b) of the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996).

According to section 35 of the Local Government: Municipal Systems Act, 2000, the implementation of IDP involves a number of logical and typical steps which include: evaluating the current problems, crafting a vision and goals and identifying funding. The IDP is a council-driven process, which requires the full participation of municipal councillors. However, similar to other municipal functions, the day-to-day running of the integrated development plan remains the obligation and duty of the municipal chief executive officer, municipal officials and consultants (Radnor & McGuire, 2004: 250).

However, both municipal officials and councillors (although councillors do not have to run and manage the IDP) have a responsibility to make sure that the requirements and needs of the people, as articulated in the vision – which is worthwhile, achievable, realistic and measurable (Crocker, 2006: 12) – are achieved by supervising, monitoring and evaluating the implementation of the objectives and re-assessing the priorities (Friedman, 2001: 3). IDP involves long-term projections, which make it difficult to anticipate all contingencies; therefore it requires regular reviews to evaluate if the plan being implemented is achieving the desired goals (Geyer, 2006: 3). Monitoring and evaluation of the IDP, using key performance indicators (KPIs) (Moodley, 2003: 2), will ensure that the duties and responsibilities are executed properly; provide a platform for municipalities to re-assess their goals and objectives, as changes and priorities are adjusted.


2.4. IDP IMPLEMENTATION PROCESS

The previous section focused on the legislative framework informing the establishment and implementation of the IDP. This following section focuses on the implementation process of the IDP which consists of six steps (Geyer, 2006: 1) (see Table 1). Gueli and colleagues (2007) argue that the implementation process begins with a municipal vision (usually referred to as Phase 0). This is followed by Phase 1 where local municipalities are expected to conduct a situational analysis of the current context – including levels of development and service backlogs, priority areas, resources and skills available (Republic of South Africa, 2000). This phase will inform the objectives and strategies of the municipality. Development of strategies without conducting a situational analysis might lead to priority areas not being tackled and resources being misappropriated (Geyer, 2006: 2). This phase should be consultative in nature, involving the municipal council, community members, other stakeholders such as non-governmental organisations (NGOs), Civil Society Organisations, private sector representatives and technical experts to ensure that local knowledge and vision is combined with knowledge of technical experts (Gueli et al., 2007: 92).

Phase 2 focuses on the development of strategies. In this phase, there is need to agree on a vision and objectives – short-, mid-, and long-term among multi-stakeholders who were all involved in the first phase. This stage involves debates and considerations of the significance and implementation of policy guidelines in the local context, to decide on the appropriate strategies (StepSA, 2010).

Phase 3, which is an operational strategy, focuses on the formulation of project proposals by setting up objectives, targets and indicators. This stage also caters for the budgeting for capital and operational expenditure. At this stage projects are integrated according to their objectives, their financing source, their indicators linked to their objectives to measure performance as well as impact of the projects, responsible agencies, where they need to be conducted, project outputs, target groups, and their timeframe. This process is conducted by the IDP Representative Forum.

Table 1: Phases of the integrated development plan

Phase 0	?: What is needed to prepare a plan
Preparation	→: Municipal Process Plan and District Framework
Phase 1	?: Where are we? (Situational Analysis)
Analysis	→: Well understood Priority Issues
Phase 2	?: Where do we want to go? How do we get there?
Strategies	→: Vision, Objectives, Strategies, integrated development projects
Phase 3	?: What detail do we need to define to realise the strategies?
Projects	→: Indicators and basic project implementation information
Phase 4	?: What do we need to manage to make it happen?
Projects	→: Integrated management programmes and plans
Phase 5	?: Are we satisfied?
Approval	→: Amended and adopted IDP
	Management and implementation of IDP projects, programmes and plans

Adapted from the StepSA, 2010

In making sure of a smooth sail between preparation, implementation and delivery, Phase 4 involves the screening, adjusting, consolidating and agreeing on project proposals. All the projects that are agreed upon are then aligned with the objectives, vision, resources, and skills available to the municipality. Phase 4 ensures logical consistency by integrating all sector strategic activities that are carried out through the IDP. This stage provides an opportunity for the municipality to integrate all strategies with the overall IDP, which usually includes a five year action and financial plan for local economic development (LED), water and sanitation services development plan, poverty alleviation and equity programmes, HIV and AIDS management, disaster management, spatial development framework, waste management system, integrated low-cost housing plan, public health system and the

public transport services. At this stage the projects proposals are assessed by the integrated development plan Representative Forum and revised by the Technical Task Teams where required.

Phase 5 of the IDP implementation process focuses on the finalisation and approval of the IDP projects. The IDP which would have been agreed upon in phase 4 is presented to the municipal council for further discussion and implementation after the council agrees that the projects will address the current problems the municipality is facing. The municipal committee also makes sure that the IDP is compliant to the legal and consultative requirements, such as making sure that the public stakeholders were consulted and engaged in the process and had agreed that the projects were a priority in the community.

Phase 6 of the IDP involves the assessment of whether the IDP is compliant with the requirements of the Local Government: Municipal Systems Act by the provincial department responsible for local government.

2.5. KEY PERFORMANCE AREAS OF THE IDP

According to the Local Government: Municipal Systems Act, there are seven KPAs of the IDP, namely: service delivery, local economic development, performance monitoring and evaluation, good governance, spatial planning, intergovernmental relations, and financial management and compliance with Municipal Finance Management Act (MFMA, 2003) (see Table 2). These KPAs can be identified as important areas which developmental local municipal councils have to focus on (Mashamba, 2008: 422).

Table 2: Key performance areas for IDP

KEY PERFORMANCE AREAS	STRATEGIC ISSUES	
Spatial planning	Land use management: <ul style="list-style-type: none"> • Identification of areas encouraged or discouraged for land use • Identification of areas in which to reduce land development • Identification of areas in which to increase land development 	
	Spatial reconstruction: <ul style="list-style-type: none"> • Address apartheid land injustices • Integration of formally segregated areas 	
	Major movement routes	
	The preservation of natural and built environment	
	Areas needing growth	
	Major public movement/transport routes	
	Land development should be: <ul style="list-style-type: none"> • Sustainable • Equitable efficient • Integrated • and fair 	
	Capital expenditure framework	
	Development programmes	
	Assessment of the environmental impact	
	Service delivery	Housing
		Solid waste disposal
Infrastructure development		
Accessible roads		
Access to hygienic sanitation		
Access to clean potable water		
Electricity supply		
Social welfare		
Health		
Police and emergency services clusters		
HIV and AIDS management		
Local economic development	Public private partnerships	
	Tourism planning	
	Cooperatives and SMMEs	
	Agricultural development	
	Business support and development	

Financial management and compliance with the Municipal Finance Management Act, 2003	Ensure transparency and accountability on: <ul style="list-style-type: none"> • Conducting and reporting on budgets • Revenue creation and enhancement • Controlling expenditure • Managing assets and liabilities
Good governance	Development of policies
	Encouraging public consultation and participation
	Internal review of project implementation
	Prevention of corruption strategies
	Accountability and transparency
Performance monitoring, management and evaluation	Batho Pele (“People first”) Principles
	Adopting and using the performance management system (PMS)
	Monitoring and supervision of human resources
	Use of information technology
Intergovernmental relations	Integration with the three spheres of government:- <ul style="list-style-type: none"> • National • Provincial • Local

Source: Umtshezi Local Municipality (2012)

2.5.1. Summary of the KPAs

2.5.1.1 Spatial planning

In an aim to redress apartheid land imbalances, Chapter 5 of the Local Government: Municipal Systems Act highlights that the IDP must reflect a spatial development framework that provides guidelines for a land use management system (see Table 2).

2.5.1.2. Service delivery

Service delivery protests are a cause of concern in most parts of South Africa. It is against this backdrop and the need to uphold the democratic principles that the local municipalities in South Africa are mandated by the Local Government: Municipal Systems Act (2000) to provide services especially to poor and previously marginalised populations in South Africa (Republic of South Africa, 2000). Local municipalities have the mandate to provide their communities with services which are a priority, well-informed by a consultative process and sustainable.

2.5.1.3. Local Economic Development

Local municipalities are mandated to establish local economic development (LED) programmes to strengthen their socioeconomic development (Gunter, 2006: 18). Focusing on LED programmes ensures that the local municipalities create a sustainable development base which enhances revenue and employment creation for local people, which in the end has the potential of alleviating poverty. Long-term LED strategies also add certainty to the perspectives that key role-players and stakeholders have on the local economy (Reddy, 2008: 50).

2.5.1.4. Financial Management and Compliance with the Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003)

In managing their finances local municipalities are governed by the Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003) (MFMA). The MFMA ensures accountability of municipal officials to local councillors to ensure that they are serving their communities in accordance to the priority areas of the community, to municipal budget, aligning the services to the resources and skills available and are meeting the targets (Republic of South Africa, 2003). The MFMA also stipulates that the IDP review must be done on a yearly basis focusing on the target plans and budget to see if projects are going according to plans and budgets agreed upon, and to also see what has worked and what has not worked and how best the municipality can achieve their desired outcomes (Venter, 2007: 99).

2.5.1.5. Good Governance

Good governance as a tenet of democracy plays a crucial role in ensuring that the IDP KPAs are met. Good governance promotes sustainable and equitable distribution of resources, which in turn leads to poverty alleviation and sustainable human development (Todes, 2011: 115). In abiding to the principles of good governance, Local Municipality management and employees should promote public participation, abide by the rule of law, act in a transparent manner when delivering IDP objectives,

respond and be accountable to the needs of the community they are serving and be efficient in delivering the priority services (Todes, 2011: 118). In honouring the IDP KPAs, it is always important for the local municipal council to report back to the community and get inputs on how to better their projects in future. Mid-term reporting and consultation is therefore a very crucial element of good governance in the implementation of IDP.

2.5.1.6 Performance monitoring, management and evaluation (PMME)

The performance monitoring, management, and evaluation system is important to make certain that service delivery is effective and efficient and is directed to the intended beneficiaries. PMME is also important in ensuring that the services delivered are people-centred and follow the Batho Pele principles (Cloete et al., 2003: 16). The PMME system ensures that the Local Municipality Councils are held accountable to the community they are serving (Atkinson, 2002: 5).

2.5.1.7 Intergovernmental relations

The intergovernmental relations are set in place to ensure co-ordination and integration of the national, provincial and local governments in terms of planning and implementation of developmental programmes. This is important because it avoids duplication of projects on all three levels of government.

2.6. STRENGTHS OF THE IDP

The IDP is a people-centred and driven tool for development. It requires local municipalities to introduce projects which are participatory, consultative, inclusive, responsive, strategic, and performance driven (Patel, 2001: 2).

2.6.1. IDP: Participatory approach to development

The South African Local Government landscape has changed dramatically since 2000 and one of the fundamental changes pertain to citizen participation. As stated in the White Paper on Local Government (Government Gazette no. 18739 of 1998), community participation is about promoting people's voice and democracy, by encouraging all stakeholders to have a say in decision making, prioritizing their requirements and needs, coming up with solutions to address current problems and monitoring and evaluating the delivery of services needed. The implementation of the IDPs has taken the community participation agenda forward. As a way of promoting transformation and development, the Local Government: Municipal Systems Act, No 32 (MSA, 2000) stresses the importance of municipalities building and promoting a conducive and appropriate environment for people to take part in matters that affect them, including the drafting and implementation of the IDP. Local governments should also support the building of capacities of their citizens in order to capacitate them to take part in municipal governance (Madonsela, 2010: 4).

The IDP is required to create a suitable environment to promote active participation of its citizens, to promote monitoring and evaluation process that speaks to transparency and accountability (Williams, 2006: 198). The formulation and execution process of programmes designed to realize certain explicit socioeconomic goals needs to include community members that are targeted as the main beneficiaries of a specific development initiative. Most sustainable development takes place when the specific vision and goals for development emanate from local, grassroots knowledge rather than that which comes from outsiders, who do not possess indigenous knowledge (Swanepoel, 1997: 5). Also, for initiatives to be successful, they need to be home-grown, by community members, for their community.

Overall, active community participation in decision-making, designing, planning and implementation increases the acceptability of local government. Community participation provides people with the

opportunity to be in control of their own lives and is very important for community's development (Madonsela, 2010). Community participation does away with the top-down method of decision-making, whereby all the decisions are made at management level for the communities, by creating community involvement, openness, transparency and community empowerment (Hindson & Swilling, 1994: 3).

This top-down approach could lead to communities being disinterested or blocking the programmes and projects that the municipality wants to implement because no consensus would have been reached on the priority needs of the communities. The lack of openness, transparency and community participation also has potential to fuel mass service delivery protests by community members. The frustrations can be resolved by introducing a participatory way of communication which addresses the needs of all stakeholders involved in the planning and decision-making for community development, including community members (Kellerman, 1997: 3).

2.6.2. IDP as a pro-democracy development tool

As a municipal plan, the IDP outlines all the municipal projects and plans of that particular municipality. The IDP is seen as representing a major shift from the traditional apartheid planning to a powerful policy instrument that brings about local government transformation (Parnell & Pieterse 1999, p. 61). The philosophy of the IDP is that local government must move away from a disjointed, uncoordinated and isolated planning to integrated, all-inclusive and synchronized development planning and implementation (Parnell & Pieterse, 1999: 61). The IDP process is considered a very important government vehicle to address and transform the structural inequalities brought about by the apartheid government. Pieterse (2002: 5) highlights:

...the genius of the policy design (for IDP) is that it reconciles the democratic aspirations of South Africans with the service-delivery imperative, which can only be addressed through systematic, incremental and collaborative effort over the long term (Pieterse, 2002: 5).

The government uses the IDP as a mechanism to fulfill its national constitutional obligations by encouraging and prioritising a generated development agenda (Swilling & Boya, 1995: 181). The aim of the IDP is to promote integration at a local, district, provincial and national level by redressing social, economic and ecological inequalities and promoting sustainable development in a just and honourable manner (Cloete, Merrifield & Masiteng, 2003: 16). The IDP provides the local government with opportunities to assume leadership roles on addressing sustainable developmental issues in a participatory manner, involving communities and empowering citizens in decision-making (Madonsela, 2010: 4). However, the proponents of the IDP understand that development issues are complex, multi-dimensional and contextually and territorially appropriate (Parnell & Pieterse, 1999: 75).

2.6.3. IDP as a way of improving municipal performance

Understanding the culture, history, successes and challenges currently faced by municipalities in service delivery are crucial to the integration, transformation and effectiveness of public organisations (Radnor & McGuire, 2004: 246). In maximising municipal performance, an integrated performance management system (PMS) is established to measure municipal history, lessons learnt, promote teamwork, generate an organisational vision, promote employee participation and augment capability in employees, all of which will improve the organizational performance. Flapper and colleagues (2006) concur with the above assertion when they state that approaches of development within the local government must ensure that “all noses are pointing in the same direction” (Flapper, Fortuin & Stoop, 1996: 31).

2.7. CRITIQUE OF THE IDP

The implementation of the IDP does not come without criticism. The IDP has been criticised for its ‘managerialist and technocratic tendencies’ and demobilising the South African civil society because it

has been largely prescriptive and state-led (Heller, 2001: 133). The IDP has also been criticised as an instrument promoting bureaucratic and political control. It has also been viewed as an instrument for marketization rather than for promoting democracy (Heller, 2001: 133).

Local Government acknowledges that the consultative and participatory process has been 'uneven'. In an effort to promote and strengthen participation beyond institutionalized participation, the Department of Local Government has introduced IDP summits and *Izimbizo* to promote its objectives of interaction with the people, service delivery which ensures redistribution of wealth, poverty alleviation and growth (Pieterse, 2002: 12).

2.8. CONCLUSION

This theoretical and legislative overview gave a detailed conceptualisation of the IDP, its purpose, definition of terms, and discussed the IDP implementation process which focused on the different phases of the IDP, addressed the KPAs of the IDP. In the last section it provided the strengths and critique of the IDP. This chapter is critical in addressing the IDP in South Africa as a whole. It provides new insights on what has been done currently to ensure the success of the IDP objectives and also what needs to be done in future to strengthen the process. The following chapter will focus on Umtshezi IDP.

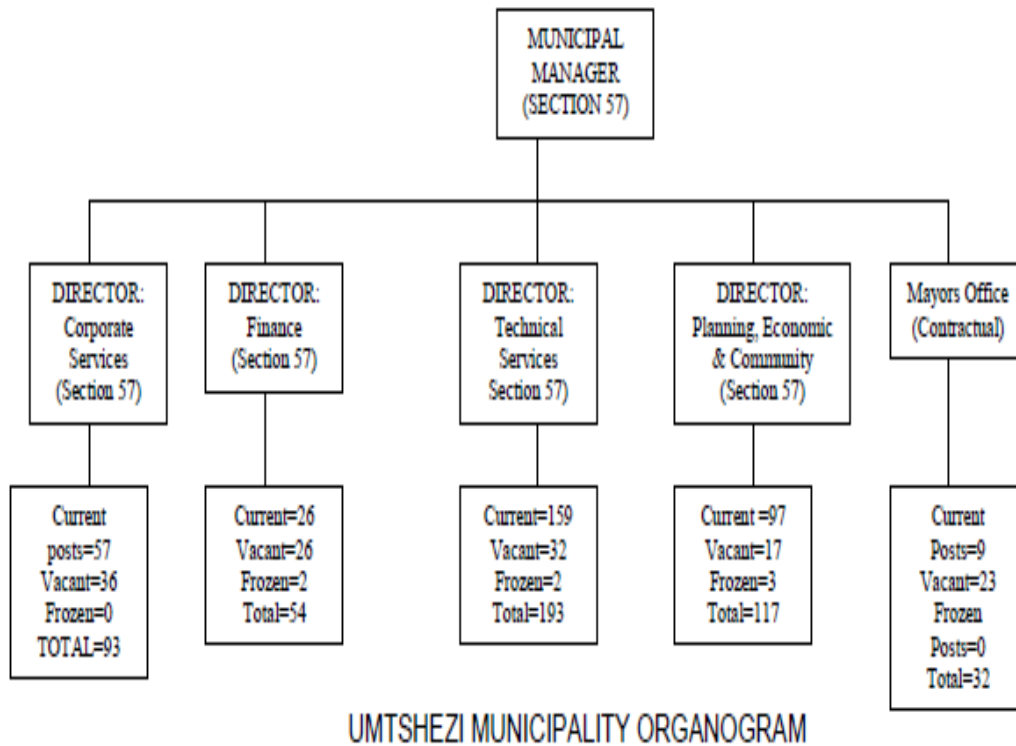
CHAPTER 3: OVERVIEW OF UMTSHEZI LOCAL MUNICIPALITY IDP

3.0. INTRODUCTION

The previous chapter explored the relevant literature on IDP. This chapter focuses on the IDP in Umtshezi Local Municipality. The Umtshezi Local Municipality IDP implementation is in line with the municipal theme “*transforming for better service delivery*” and vision that “*By 2020, Umtshezi Local Municipality will be the champion of Sustainable Development and a safe environment*”. The municipal theme and vision has led the Umtshezi Local Municipality to identify projects that are aimed at addressing the challenges experienced by its population. However, it is important to note that other than being implemented in line with the municipal theme and vision, these projects follow the municipality’s objectives, strategies, resource framework, priority requirements, and the legal requirements of different sectoral departments or donor to avoid duplication of services, while maximising development from scarce resources.

While the IDP is a municipal mandate, Umtshezi Local Municipality highly regards the participation of public stakeholders in the decision-making processes. The IDP consultative process in the municipality is statement to this as there is always input from all wards under Umtshezi Local Municipality, radio talks and newspaper advertisements encouraging people to voice their views and ensuring that the process is credible, transparent and accepted by all stakeholders. This is all in compliance with the Local Government Municipal Systems Act (MSA), Act No 32 of 2000.

3.1. ORGANOGRAM OF UMTSHEZI LOCAL MUNICIPALITY



Source: Umtshezi Local Municipality, 2012

The Umtshezi Local Municipality is faced with challenges with regards to the training of Ward Committees that were established during the IDP period in discussion. However, the Municipality has made provisions for key interventions such as allocation of a budget to train and capacitate Ward Committees; filling in of key positions as a matter of urgency; formulation of key indicators so that every employee understands them.

3.2. KEY AREAS OF SERVICE PROVISION IN THE UMTSHEZI LOCAL MUNICIPALITY

Pieterse and colleagues (2008) argue that “Municipalities remain the primary sphere responsible for many of the basic services such as water, waste management, electricity reticulation, sanitation, roads,

stormwater drainage, land use planning and control, and transport planning” (Pieterse, Parnell, Swilling & van Donk, 2008: 3). Amis (2002: 109) concurs with the above notion stating:

Municipalities should concentrate on their traditional roles of providing infrastructure, ensuring health and education, and appropriate planning and regulation. Despite the hype about the city marketing and mega projects, traditional service delivery may be more critical. For policy makers this means concentrating on not destroying employment opportunities as well as undertaking traditional functions as efficiently and equitably as possible. The poor benefit disproportionately from efficient and inclusive delivery of services.

In support of the above notions, the 2006 Local Government Manifesto stated that service delivery had to be accelerated in such a way that by 2007 no community would be using the bucket system for sanitation; there would be clean water for all communities by 2008; all houses would have access to electricity by 2012; all informal settlements would be formalised; all free basic services would be available universally; and that there would be improvements in the housing provisions ensuring better quality houses which are closer to economic centres are developed for the poor. In this regard, it is critical that the structure and location of poverty in Umtshezi Local Municipality is undertaken, making sure that the Local Municipality works in collaboration with the other spheres of government to develop social safety nets that provide relief and protection for poor communities (Reddy, 2008: 51).

Using these deliverables as a yardstick for the implementation of IDP in Umtshezi Local Municipality, the municipality had a number of localised community meetings in the following areas: Weenen (Ezitendeni Hall), Wembezi Community Hall and Papkuilsfontein Hall in 2012, to establish the progress and backlog of the IDP projects it was implementing. The consultative meeting established that there were still major backlogs with regard to service delivery in the municipality, namely; roads – where all roads need rehabilitation, tarring and extensions; water and sanitation; electricity; social services;

infrastructure; land acquisitions; community services and local economic development; tourism; and housing.

In realising these backlogs in line with its IDP objectives, Umtshezi Local Municipality admits that it does not have adequate capacity, both human and financial to address these backlogs and focus on other objectives effectively and efficiently. The Municipality is now in agreement with the Department of Cooperative Governance and Traditional Affairs to obtain assistance in improving its capacity in dealing with its objectives in line with national and provincial priorities.

3.2.1. Energy and electricity

According to data available from the Umtshezi Local Municipality, “Umtshezi Municipality is divided into Eskom Licensed Area of Supply and the Umtshezi Municipality licensed area of supply. Currently all households within the Umtshezi Municipality Licensed area of supply are all electrified, including low income houses that are being built leading to no electrification backlogs within the licensed area of supply” (Umtshezi Local Municipality, 2012). However, Eskom licensed area in Umtshezi Local Municipality has households without electricity. While Umtshezi Local Municipality currently does not have any electrification backlogs in the licenced area of supply, maintenance has been negatively affected by the strained financial and human resources to keep the electricity department operating efficiently. Having said this, in the 2011/2012 financial year the Umtshezi Local Municipality conducted skills assessments on its electricity department staff to identify skills gap together with capacity.

3.2.2. Roads and transport

The Umtshezi Local Municipality has worked closely with the Department of Transport, through the Rural Transport Forums in categorizing roads that need to be built and those that need to be upgraded.

The Municipality developed a Transport Plan on maintaining existing roads and constructing new ones in the current IDP period.

3.2.3. Free basic services

One of the main priorities of Umtshezi Municipality is to provide free basic services to the poor, with funds coming from the National Treasury. The Umtshezi Local Municipality has a contract with ESKOM to provide free basic electricity to selected poor areas and a contract with Uthukela District Municipality on providing free basic water in poor areas. The Umtshezi Local Municipality also provides other sources of energy to those communities where there is no electricity. Currently, there are no programmes regarding free waste removal.

3.2.4. Refuse removal and waste management

Currently the Umtshezi Local Municipality does have a municipal wide waste disposal site which accommodates the entire Municipality. The Municipality has developed a Municipal Waste Management Plan which is up to standard.

3.2.5. Housing provision

The majority of the people in Umtshezi Local Municipality reside in the urban areas, namely; Weenen, Estcourt and Wembezi. This settlement pattern is informed by the historic growth pattern of the municipality: “the two main nodes of Weenen and Estcourt evolved as agricultural service centres, while Wembezi complex on the other hand served the residential township of Wembezi” (Umtshezi Local Municipality, 2012). The urban residents make up 49.9 per cent of the municipal population while the privately owned commercial farmlands make up 33 per cent and the tribal areas make up 16 per cent of the residents in the municipality. However, the housing situation in some parts of the farmland and tribal areas is deplorable and not favourable to health and safety of residents. This lack of development of

rural infrastructure may be due to residents' lack of security on Ingonyama land and land ownership in the case of farm dwellers.

Given this background it is critical to address the housing needs of residents in the farmlands and tribal areas in Umtshezi Local Municipality. In this regard, the Municipality has planned the majority of housing development projects to be undertaken in rural settlements. These rural housing development projects are related to the Institutional subsidy which provides long-term lease agreements for beneficiaries in the Ingonyama land. However, the housing crisis in the farmlands would require tenure reform as this land is privately owned.

3.2.6. Water and sanitation

According to the minimum standards, "access to water should be within 200m of one's home regardless of whether the water is drawn from a hand pump, borehole and a reticulation system supplied from a high yielding borehole or a reticulation system from a bulk line or reservoir" (Umtshezi Local Municipality, 2012). However, the water service backlog in Umtshezi Local Municipality was 7 per cent as reported in the 2009/2010 IDP, while sanitation backlog was estimated at 8 per cent in the same period (Uthukela District Municipality IDP, 2009). To holistically address this problem, housing development projects aligned to water and sanitation projects will provide opportunities for households to access all basic services.

3.2.7. Education

The Umtshezi Local Municipality witnesses an uneven distribution of early childhood development centres, primary and secondary school facilities. Also, because of the shortage of teachers and the location of some schools, the quality of education is highly compromised and not satisfactory. The uneven distribution of schools makes it difficult for some learners to access schools near where they

live leading them to travel long distances just to attend school. This has a lot of negative impacts on learners' schooling as most of them might be tired from long distance travel and therefore will not fully concentrate in the classes. The Umtshezi Local Municipality aims to improve the quality of education by engaging the provincial and national authorities in increasing the number of teachers to improve the teaching capacity and improve the quality of the schools.

3.2.8. Health care facilities

The Umtshezi Local Municipality has one hospital which provides for emergency and hospital care. The Municipality presents an uneven distribution of clinics and other primary health care facilities. Primary health care services focus on the needs of women, children, and the disabled. Because of the high HIV prevalence rate in the Umtshezi Local Municipality (36.4%, in 2009), an integrated HIV and AIDS development plan which aims at prevention, treatment and care is one of the priorities of the Municipality. Lowering the incidence rates while ensuring that infected people live long and healthy lives has positive effects on the socioeconomic status of the Local Municipality and people in general. Addressing the issue of HIV and AIDS has positive implications of reducing poverty and inequality sustaining household income, increasing the educational prospects and reducing the number of AIDS orphans as AIDS infected people live longer because of better access to treatment and services (Reddy, 2008: 51).

3.2.9. Sports and recreation

The sports and recreation facilities in the Umtshezi Local Municipality are largely situated in urban areas making it difficult to access by rural communities. This negatively impacts on youth development in the rural areas and might have a direct relationship with crime and HIV incidence. The Municipality's IDP forum constitutes the Department of Education and Sports and Recreation to address these limitations in sports and recreation in the Municipality.

3.2.10. Local economic development (LED)

Poverty and unemployment rates have been on the increase in Umtshezi Local Municipality. This has mainly been due to the slow employment creation opportunities being put in place. It is critical for the Municipality to establish sustainable projects that will help create employment especially for the previously disadvantaged people in the community. This will go a long way in protecting people against chronic poverty and has potential to reduce inequality between the rich and the poor. In this regard, the Umtshezi Local Municipality already ventured into partnership with the Bushman's River Tourism Association in 2008 to develop a Tourism Route known as "The Drakensburg Experience".

The Umtshezi Local Municipality has also developed an LED strategy and plan implemented under the leadership of the Municipal LED Manager, the Tourism Officer and an LED Consultant. To ensure integration and communication among stakeholders in the Municipality, the strategy and plan focuses on addressing land use management, economic infrastructure provision, and managing the relationship between the economic community (including trade unions, the informal traders and youth groups). This aims to create and promote a conducive environment for business development. Besides focusing on local stakeholders, the LED strategy and plan aims to make it feasible for the Municipality to analyse the product development and selection, supply and value chains, market areas and international trends. This has huge impacts on establishing focus and priority areas for development to maximise profits and development of the Municipality.

In line with the national LED strategy, the Umtshezi Local Municipality LED strategy and plan has placed emphasis on the support for small to medium enterprises (SMEs), to assist all those "who are presently economically trapped in the non-functioning local Township and rural marginalised economies of the Second Economy" (Umtshezi Local Municipality, 2012: 11). This is because the informal sector provides more than 50 per cent of the employment and revenue generating opportunities.

Another Umtshezi Local Municipality strategy focuses on land reform and redistribution as a transformative process to avoid competition and conflict. The land reform projects need to be focused on previously disadvantaged groups and emerging farmers rather than only providing land to the private sector and commercial agricultural markets as illustrated in the poorly developed Framework for Land Reform in KwaZulu-Natal (2005). This equitable and transformative land reform process promotes better livelihoods, infrastructure and social support for the poor people.

3.3. CONCLUSION

The Umtshezi Local Municipality ensured that the IDP process was integrated and focused on service delivery in the Municipality by aligning its budget priorities to those of the provincial and national governments, such as; infrastructure development; economic development; job creation; efficient service delivery; poverty alleviation and building sound institutional arrangements. In order for the Umtshezi Local Municipality to monitor and track performance of all strategies linked to the priority projects there needs to be an evaluation that will focus on the project goals, implementation and mid-term results. This does have the potential to improve service delivery. The following chapter focuses on the research methodology utilized in this study.

CHAPTER 4: RESEARCH DESIGN AND METHODOLOGY

4. INTRODUCTION

This dissertation evaluates the implementation of the IDP with particular reference to Umtshezi Local Municipality. In the previous chapter a focus of the IDP in Umtshezi Local Municipality was outlined. This chapter explores the various research methodologies designed and implemented to address the aims and objectives of this study. The chapter is divided into three sections. Section one provides the research design and in section two, the research methods; both quantitative and qualitative. Section three presents the ethical guidelines adopted in conducting the study.

4.1.1. Research design

In planning the research design, the researcher took into account his personal experiences as the Mayor of Umtshezi Local Municipality. His personal experiences made it possible to relate to the participants' views and opinions on the implementation of the IDP in the Municipality. The personal experiences as the Mayor of Umtshezi Local Municipality made the researcher think creatively and avoid generalization when focusing on the implementation of the IDP in the Municipality. This process made the process of data collection instruments design, data collection and analysis more reflective. The data collection instruments were also designed consistently with the objectives outlined in chapter 1.

This study utilizes a triangulation of methods, also known as mixed methods research, which involves the joint use of quantitative and qualitative styles of research and data in the examination of a social phenomenon (Johnson & Onwuegbuzie, 2004: 16). A Mixed methods research approach is effective in that it compensates for limitations of either method alone by the counter-balancing strengths of the other approach (Johnson & Onwuegbuzie, 2004: 16). Triangulation not only provides an explanation for

the same phenomenon from multiple perspectives, but also enriches understanding as it permits the emergence of new and deeper dimensions.

Secondly, this study uses triangulation of data sources. Many studies across disciplines question the validity of using only one data source. Evaluation of the implementation of the IDP in this study improves the methodologies in that data were collected from municipal managers, municipal staff, councillors, and community stakeholders. To understand the implementation of the IDP and its impact in Umtshezi local community it was critical to obtain the perspectives of multiple stakeholders belonging to the local community. For instance, sole reliance on the data from municipal managers only would not have yielded enough information on the implementation of the IDP and how the community members feel about how it being implement. Likewise, the sole reliance on the data from the community members would have given information about the opinions and needs of people in the study area without the benefit of background information from the municipal administration on why they are implementing the IDP the way they are. Triangulation of data sources also avoided potential under-reporting and over-reporting of successes and/or challenges in the implementation of the IDP in Umtshezi Local Municipality.

4.1.2. Study context

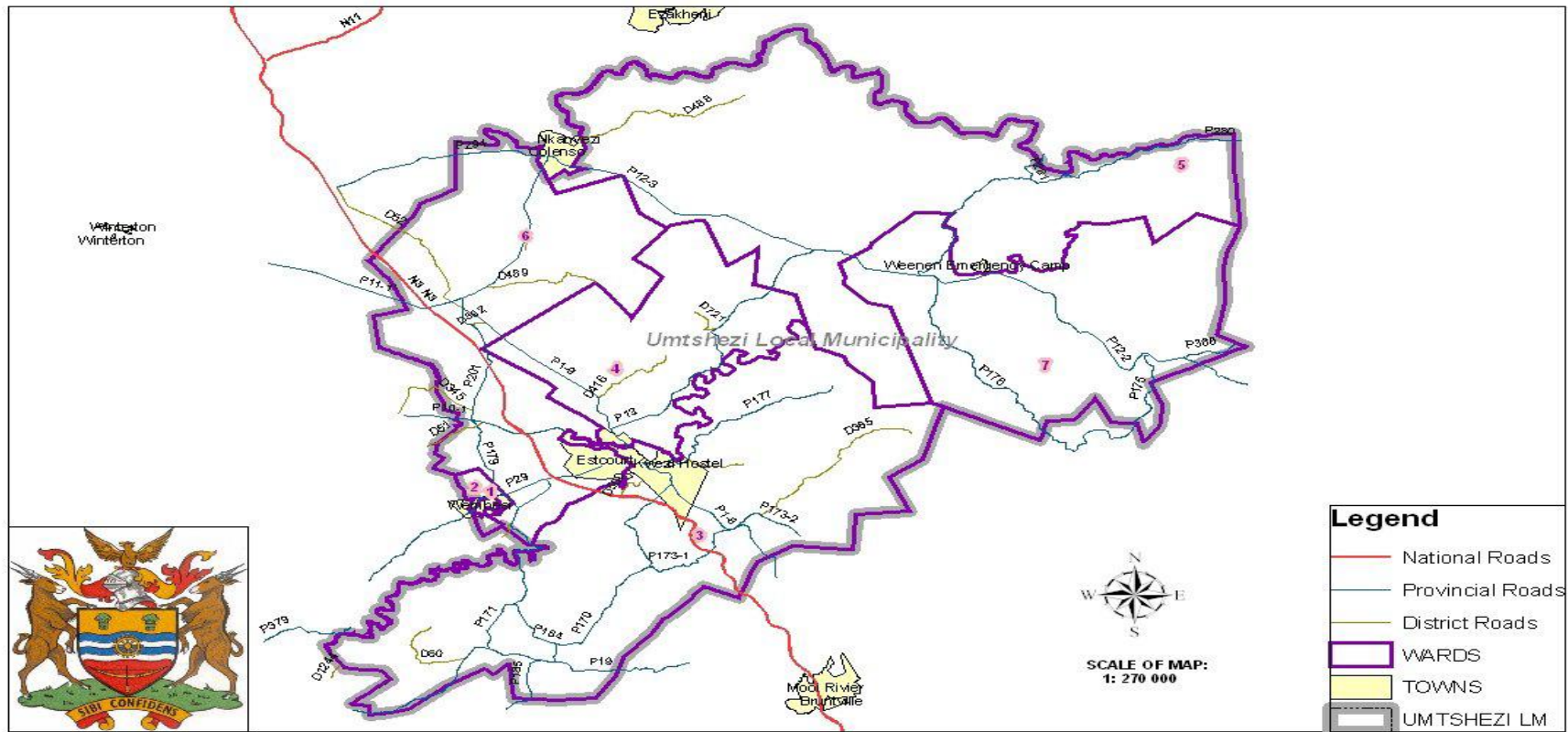
This study is situated in Umtshezi municipality in KwaZulu-Natal, an area comprising of former Wembezi/Estcourt and Weenen Transitional Local Councils (TLCs). “Umtshezi is located along the N3 highway, approximately 165km northwest of Durban and 400km southeast of Johannesburg” (Umtshezi Municipality, 2012: 36) (see Figure 2). The 2011 Community Survey estimated that the total population of Umtshezi Municipality is 83 907 individuals. According to the Municipality:

The Umtshezi municipality has 19 252 households, spread unevenly on nine (9) municipal wards. The majority of the people are concentrated in urban areas (±29 934) and in farming

areas (±19 950), but there are a few patches of high-density settlements within informal areas, hence, there have been Housing projects running to date in different wards of the municipality and this has contributed to the growth rate since the last 2007 community survey was conducted. The total number of new households is 1688 households and is distributed as follows: Colita (301 households); Wembezi A (515 households); Wembezi D (800 households); Kwanobamba Phase 2 (72 households) (see Figure 2) (Umtshezi Municipality, 2012: 36).

According to the Municipality (2012), approximately 71% of the total population in the municipality is below the age of 35 years, with children between 0-4 years constituting 12 per cent of the total population, with those at a school-going age, including pre-school constituting 24 per cent of the municipal population. Three per cent of the entire population is above the age of 65 years. These statistics highlight the high dependency ratio in the Local Municipality which has the potential to negatively affect the socio-economic development of the area.

Figure 2: Map showing the location of Umtshezi



Source: Umtshezi Local Municipality, 2012

4.2. RESEARCH METHODS

4.2.1. Pre-data collection activities

Pre-data collection activities included familiarising oneself with the data collection instruments, focusing on the objectives of the study, the topic guides, the research questions and detailed discussion about any possible ethical issues or problems that could arise during the interviews. The researcher also read a couple of research projects reported in journal articles related to the research methods and the study topics being employed in the study. The researcher also conducted role plays with his peers prior to conducting interviews. Prior to the start of data collection, a community-entry process in which municipal managers, staff, community members and political leaders were approached and informed of the study to ensure buy-in from all stakeholders and collect basic information on IDP implementation in the Municipality.

4.2.2. Sampling

Babbie (2013) states that sampling is the process of selecting participants to take part in a research study. In this study, purposive and snowball sampling were used.

- *Purposive sampling*

Purposive sampling is used when a researcher knows the type of participants he wants to include in his study (Babbie, 2013: 200). The Umtshezi Municipality was selected because it satisfies these criteria and provides an example in which to understand the role of IDP as a vehicle for integration and transformation. It also provides an opportunity to evaluate the role of the municipality in implementing the IDP.

- *Snowball sampling*

Snowball sampling is the process of selecting a sample using participants' networks; the researcher asked the participants recruited using purposive sampling to recommend other people who meet the criteria of the research to take part in the study (Babbie, 2013: 201). This procedure was used to get

more people who have relevant information about the study. The study consisted of municipal officials, community stakeholders and municipal councillors.

4.2.3. Sampling size

Community stakeholders	Municipal managers and staff	Councillors
25	25	11

4.2.4. Quantitative research methods

Data collection is important in ensuring that future decisions and policies are based on strong scientific based research. Following a consent process, the participants were interviewed about their knowledge on the IDP implementation. Municipal managers, staff and councillors all took part in both the survey and the in-depth interviews, while community stakeholders only took part in the survey. All survey responses were recorded on the questionnaires.

4.2.4.1. Quantitative data collection

Questionnaires were used to collect information from the community stakeholders, municipal staff and councillors. Survey questionnaires can achieve high quality generalizable data, realize high response rates, and offer anonymity (Marshall, 2004). The questionnaires were used to find out to what extent the community is benefiting from the use of IDP. Each survey questionnaire lasted between 30 to 45 minutes. The data was analysed using SPSS 22, and addresses the following sections included in the IDP implementation questionnaire:

1. Community stakeholders' questionnaire (The municipal customer satisfaction survey questionnaire)

The municipal customer satisfaction survey questionnaire measured the extent to which community members were content with the service delivery provided by the Umtshezi Local Municipality. This questionnaire draws from some of the principles of the IDP, including the level of consultation that the Municipality did with the community members, the community participation and involvement in the development and implementation of the IDP and key performance areas in the Municipality. The questionnaire also explores how accountable the Umtshezi Local Municipality is to its citizens. The instrument comprises of the following:

- Demographic information;
- Municipal customer satisfactory survey;
- Perceptions regarding the implementation of the IDP;
 - Understanding of the IDP;
 - Community participation;
 - IDP impact on the community;

2. Councillors' questionnaire

- Demographic information;
- High level perception survey;
- Leadership and ethics survey;
- Corporate and sound governance survey;

3. Municipal management & staff questionnaire (The municipal internal organisational climate survey questionnaire)

This questionnaire was administered to municipal employees (Senior management; Middle management and General Employees) in order to explore the Municipality's readiness for transformation. The questionnaire asked about management's commitment to leadership and ethics; and corporate and sound governance.

- Demographic information;

- High level perception survey;
- Leadership and ethics survey;
- Corporate and sound governance survey;

Quantitative data is complementary to qualitative data. The following section focuses on qualitative research methods that were employed in the study.

4.2.5. Qualitative research methods

The qualitative part of this research adopts its methods from the interpretivist school, stating that reality is not objectively arrived at but is socially constructed (Husserl, 1965). The qualitative approach offers a unique grounding position from which research is conducted, it fosters a particular way of asking questions and particular ways of thinking through a problem (Leavy & Hesse-Biber, 2011). The fundamental supposition is that by putting people in their social contexts and requesting information of them in an open-ended way, there is a better chance to understand the participants' perceptions of their own circumstances and activities (Hussey & Hussey, 1997). These considerations were significant for this study, as the researcher was influenced by his personal experiences in shaping the paradigm he held, and this added value to this study. In principle, this research paradigm is apprehensive about the distinctiveness of a specific situation, contributing to the fundamental pursuit of contextual depth (Myers, 1997). As indicated before, the qualitative study is complemented by quantitative research methods.

4.2.5.1. Qualitative data collection

An interview is one of the most frequently used methods of in-depth data gathering within the qualitative approach. Interview schedules were among the tools used to collect primary sources of data. The qualitative data collection instruments (municipal managers, staff and councillors' interview schedules) were designed in English, with semi-structured and open-ended questions. The design of the data

collection instruments facilitated consideration of the nature of the issues, and how respondents might react to particular questions. The semi-structured interviews also made it possible for participants to respond freely and raise their opinions, while providing the research opportunities to gain more information from follow-up questions through probing. The councillors, municipal managers and staff involved in the IDP process were interviewed to explore the implementation of IDP in Umtshezi Local Municipality. Each in-depth interview lasted between 45 to 60 minutes. The in-depth questions explored participants' views on the IDP implementation, namely;

1. Councillors

- Demographic information;
- Departments councillors belong to;
- Opinions on the role of IDP;
- Councillors' departments' objectives with regards to poverty alleviation;
- Councillors' departments' objectives with regards to reducing inequality;
- Councillors' departments' success in implementing IDP projects;
- Councillors' departments' challenges in implementing IDP projects;
- Community involvement;
- Lessons learnt from implementing IDP projects in the last 5 years;
- Municipal monitoring and evaluation system;

2. Municipal managers and staff (Batho Pele Fitness Test Interview guide)

The Batho Pele Principles (1998) aim to transform public service delivery. It identifies 8 principles for improving the levels of service delivery in the country. At the Local Municipal level Batho Pele's objectives are to ensure proper monitoring, reviewing and improvement of the implementation of the Municipal IDP. This instrument was used to explore the perspectives of Municipal managers and staff

on whether or not the Umtshezi Local Municipality was meeting the Batho Pele principles. It focused on:

- Demographic information;
- Department the participant belongs to;
- Role of the IDP in the municipality;
- Role of the participant's department in realising the goals of the IDP;
- The department's objectives with regards to poverty alleviation;
- The department's objectives with regards to reducing inequality;
- The department's success in implementing IDP projects in the last 5 years;
- The department's challenges in implementing IDP projects in the last 5 years;
- Community involvement;
- Lessons learnt from implementing IDP projects in the last 5 years;
- Plans put in place to successfully implement identified projects;
- Tangible deliverables in service delivery;
- Municipal capabilities and competencies in driving the implementation of the IDP;
- Municipal monitoring and evaluation system;

4.2.5.2. Qualitative data analysis

All qualitative in-depth interviews were recorded using an audio recorder (permission was requested to use an audio recorder before all interviews began) and transcribed. Qualitative data was analysed using thematic analysis. The interview transcripts and field notes, were coded, according to a customized coding framework (Green & Thorogood, 2004). The themes and theoretical/conceptual framework were used to guide analysis. Coding involved collation; organization of data; creating of initial coding framework; actual coding of transcripts using Nvivo software 10; revision of the coding

framework; creating additional themes and codes; recoding the data using the refined coding framework; and final round of coding according to the final thematic framework (Green & Thorogood, 2004). The last stage of the coding process involved the interpretation of results according to the broad aims and objectives of the study. To ensure that the rights of participants are known to them and protected during the course of the study, the researcher adhered to research ethical requirements, a few of which are highlighted in the next section.

4.3. ETHICAL ISSUES

This study received ethical clearance from the University of KwaZulu-Natal Social Sciences and Humanities Research Ethics Committee (Protocol Reference Number: HSS/1078/014M). The study observed internationally accepted ethical standards of conducting research, such as getting written informed consent from participants. The consent was to demonstrate that participants had been informed about and understood what the research involved and ensured anonymity and confidentiality of participant information. The participants were told about a range of issues connected to the research, namely: the objective of the study, the participants' selection criteria, the researcher's identity, and information dissemination plan.

All personal information, which would enable identification the respondent were deleted from the transcripts of interviews and questionnaires. Each of the respondents was provided with a unique identifier for the study. All the respondents' real names were replaced with pseudonyms in the transcripts. One master list of all the names of participants and their different identifiers was retained in a separate electronic password-protected file. All transcripts were electronically password-protected and only the researcher and his Supervisor have access to them. Informed consent forms and other paper records have been stored in a data archive.

4.4. CONCLUSION

In this chapter the research designs and methods were discussed in detail. Information on the study context, site, and sample was also provided. From these analyses, detailed views and opinions on the implementation of IDP projects in Umtshezi Local Municipality are provided in Chapter 5 and 6 of this dissertation. Quantitative information on these determinants is analysed through descriptive statistics analysis and qualitative information from participants who took part in the study is analysed using thematic analysis.

CHAPTER 5: QUANTITATIVE DATA ANALYSIS & INTERPRETATION OF RESULTS

5. INTRODUCTION

This chapter discusses and interprets the research findings on Municipal management, Municipal staff, community members and Councillors' perspectives on the implementation of the IDP in Umtshezi Local Municipality. Qualitative data was analysed thematically while descriptive statistics were used to analyse quantitative data. The different participants' views and perceptions on the implementation of the IDP in Umtshezi Local Municipality are compared among each other for the purposes of triangulation, and ensuring validity and reliability. Section 1 will focus on the demographic information of the participants; and Section 2 will focus on the quantitative data.

5.1.1. Demographic information of participants

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Municipal Senior Managers	4	6.6	6.6	6.6
	Municipal Middle Managers	5	8.2	8.2	14.8
	General Municipal Employees	16	26.2	26.2	41.0
	Councillors	11	18.0	18.0	59.0
	Community Members	25	41.0	41.0	100.0
	Total		61	100.0	100.0

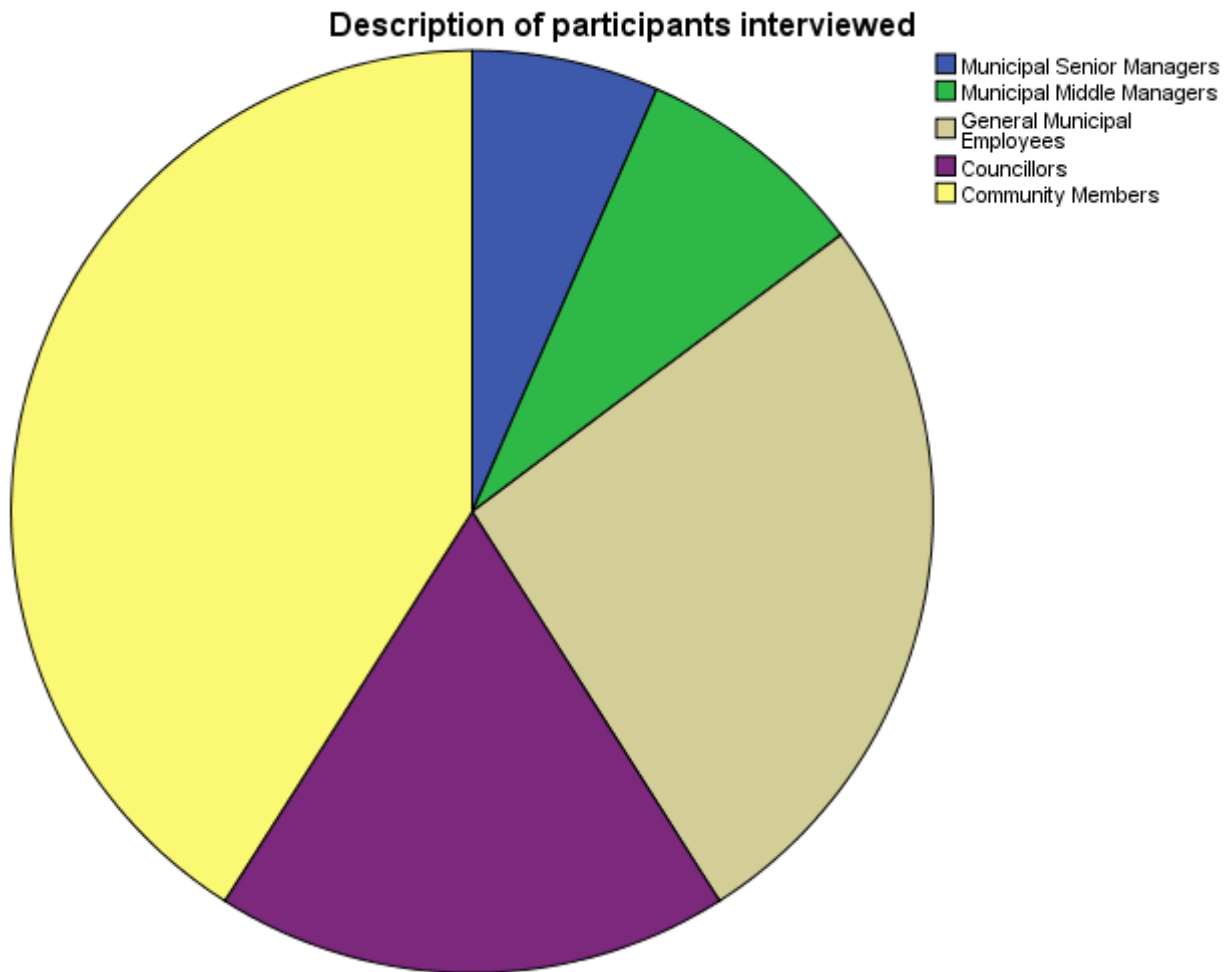


Figure 3: Pie Chart showing the description of participants interviewed by their status

Out of 61 participants who took part in the study, 6.6 per cent were Municipal Senior Managers; 8.2 per cent were Municipal Middle Managers; 26.2 per cent were General Municipal Employees; 18.0 per cent were Municipal Councillors; while 41.0 per cent were Community members (see Table 5.1.1 and Figure 3).

5.1.2. Participants' gender

Table 5.1.2 and Figure 4 show that 60.7 per cent of participants were males while 39.3 per cent were females.

Table 5.2.2 Participants' gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	37	60.7	60.7	60.7
	Female	24	39.3	39.3	100.0
	Total	61	100.0	100.0	

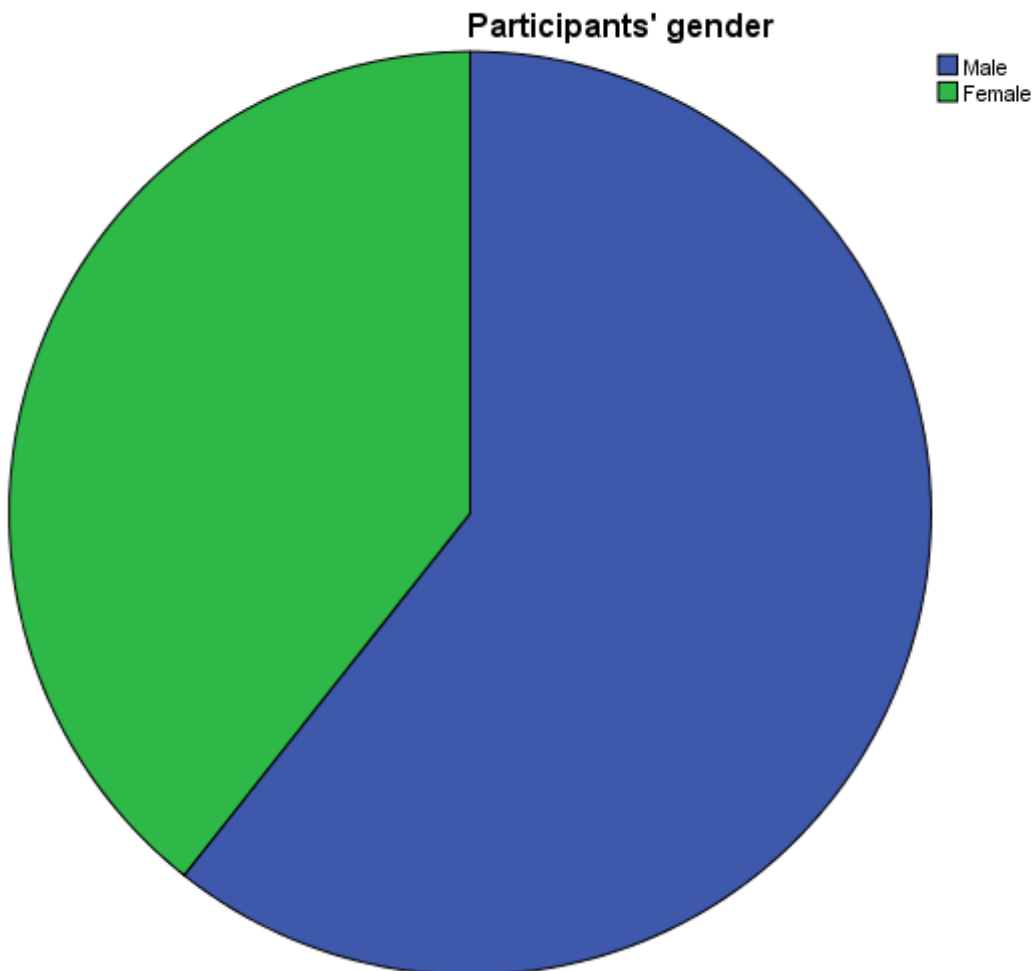


Figure 4: Pie Chart showing participants' gender

5.1.3. Participants' race

Of all the participants who took part in the study, 52.5 per cent were African; 16.4 per cent were Indian; 16.4 per cent were Coloured; and 14.8 per cent were White.

Table 5.1.3 Participants' Race					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	African	32	52.5	52.5	52.5
	Indian	10	16.4	16.4	68.9
	Coloured	10	16.4	16.4	85.2
	White	9	14.8	14.8	100.0
	Total	61	100.0	100.0	

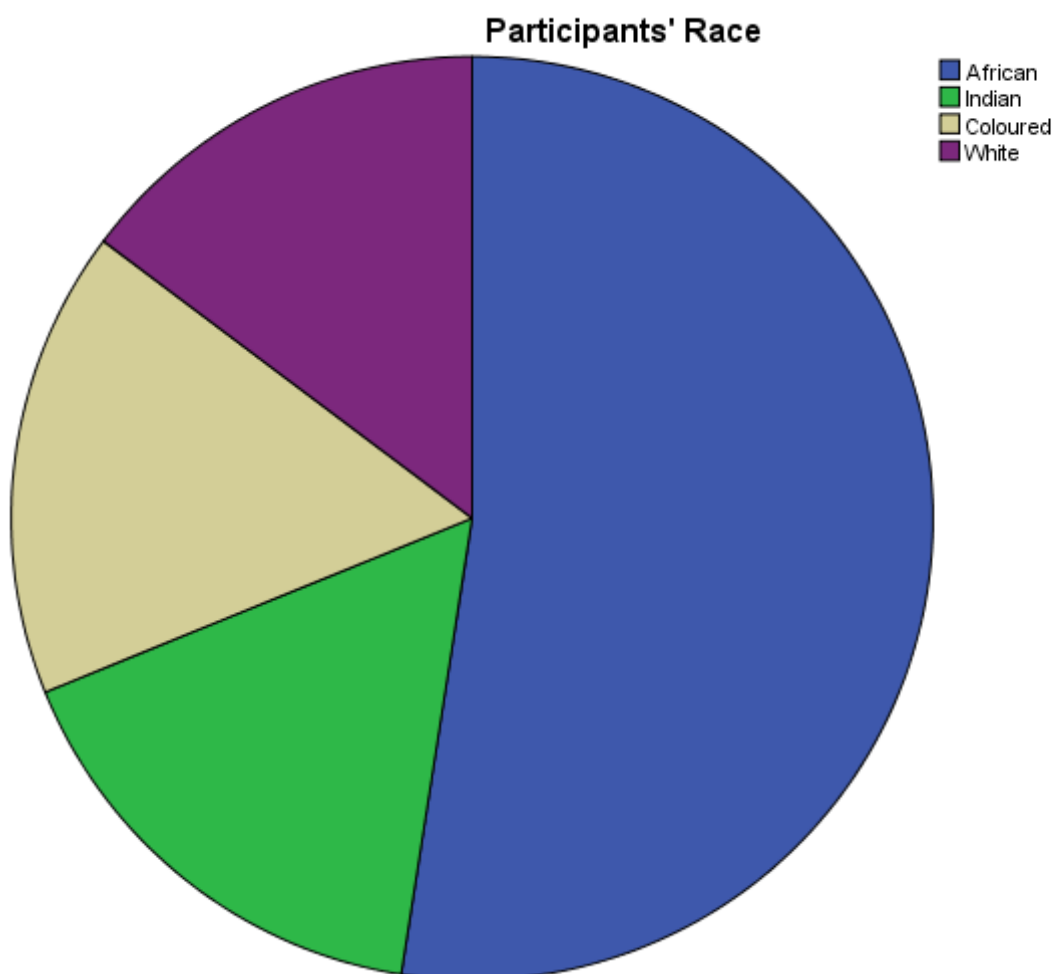


Figure 5: Pie Chart showing participants' race

5.1.4. Participants' age

Of all the participants, the majority were aged between 31-35 years, while those aged 36-40 years and 46-50 years old were 8.2 per cent respectively (see Table 5.1.4 and Figure 5).

Table 5.1.4 Participants' Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25 and below	12	19.7	19.7	19.7
	26-30 years	7	11.5	11.5	31.1
	31-35 years	13	21.3	21.3	52.5
	36-40 years	5	8.2	8.2	60.7
	41-45 years	10	16.4	16.4	77.0
	46-50 years	5	8.2	8.2	85.2
	51 and older	9	14.8	14.8	100.0
	Total	61	100.0	100.0	

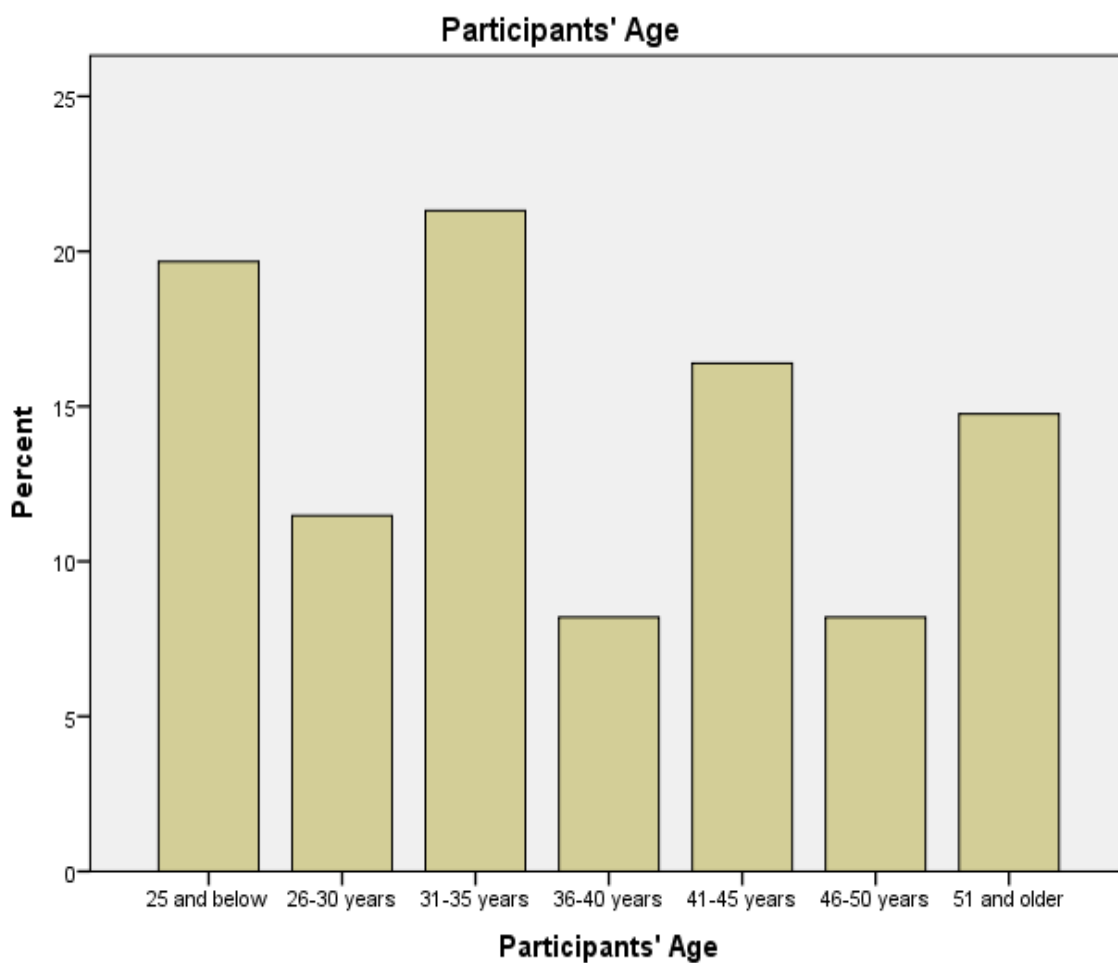


Figure 6: Histogram presenting participants' age

5.2. THE MUNICIPAL INTERNAL ORGANISATIONAL CLIMATE SURVEY

Table 5.2.1 Level of employment for Municipal staff in terms of gender (Male vs. Female)

Gender	What is your level of employment?			Total
	General employee	Middle Management	Senior Management	
Male	6 (46.2)	4 (50.0)	3 (75.0)	13 (52.0)
Female	7 (53.8)	4 50.0%	1 (25.0)	12 (48.0)
Total	13 100.0%	8 100.0%	4 100.0	25 100.0

Table 5.2.1 shows the level of employment among Municipal staff members in terms of gender. 75.0 per cent of Senior Managers who took part in the survey were males while in middle management equal numbers of male and female employees took part in the survey. More females (53.8%) than males (46.2%) in the general employee category took part in the survey.

Table 5.2.2 Level of employment for Municipal staff in line with respective gender

Gender	What is your level of employment?			Total
	General employee	Middle Management	Senior Management	
Male	6 (46.2)	4 (30.8)	3 (23.1)	13 100.0%
Female	7 (58.3)	4 (33.3)	1 (8.3)	12 100.0%
Total	13 52.0%	8 32.0%	4 16.0%	25 100.0%

Between the gender categories, 58.3 per cent of females who took part in the survey were general employees while only 8.3 per cent were in senior management, with the rest (33.3%) in middle management. Among male participants, 46.2 per cent were general employees, 30.8 per cent were in middle management while 23.1 per cent were in senior management positions.

5.3. HIGH LEVEL PERCEPTION SURVEY

This survey was conducted with Municipal employees and Municipal Councillors to establish their views on a number of issues regarding the implementation of the IDP in Umtshezi Local Municipality.

ASSESSMENT CRITERIA

Numerical scale	Descriptive scale	Interpretation
5	Excellent	Exceeds required level of compliance
4	Very good	Evidence of consistently and constantly complying with requirements
3	Meets expectations	Meets all criteria
2	Needs improvement	Something has been done, but the required level of compliance is below standard
1	Poor	The required level of compliance has not yet been achieved
0	Not done	This issue has not yet been addressed/no compliance

Table 5.3.1 Rate the municipality as a whole in terms of its ability to deliver as per its mandate						
Level of employment	Poor	Needs improvement	Meets expectations	Very good	Excellent	Total
General employee	0 0.0%	5 38.5%	8 61.5%	0 0.0%	0 0.0%	13 100.0%
Middle Management	0 0.0%	2 25.0%	2 25.0%	3 37.5%	1 12.5%	8 100.0%
Senior Management	0 0.0%	1 25.0%	2 50.0%	1 25.0%	0 0.0%	4 100.0%
Councillors	1 9.1%	1 9.1%	5 45.5%	4 36.4%	0 0.0%	11 100.0%
Total	1 2.8%	9 25.0%	17 47.2%	8 22.2%	1 2.8%	36 100.0%

Table 5.3.1 shows that less than 30% of the participants interviewed felt that the Municipality needed to improve on their ability to deliver as per its mandate, with 47.2 per cent of the participants satisfied that

the Municipality was meeting its expectations. 25.0 percent of the participants indicated that the Municipality was doing a great job in delivering services as per its mandate.

Table 5.3.2 The municipality has set standards for continuous improvement						
Level of employment	Poor	Needs improvement	Meets expectations	Very good	Excellent	Total
General employee	0 0.0%	3 23.1%	6 46.2%	4 30.8%	0 0.0%	13 100.0%
Middle Management	0 0.0%	2 25.0%	3 37.5%	2 25.0%	1 12.5%	8 100.0%
Senior Management	0 0.0%	0 0.0%	2 50.0%	1 25.0%	1 25.0%	4 100.0%
Councillors	1 9.1%	1 9.1%	5 45.5%	3 27.3%	1 9.1%	11 100.0%
Total	1 2.8%	6 16.7%	16 44.4%	10 27.8%	3 8.3%	36 100.0%

Table 5.3.2 highlights that the majority of participants felt that the Municipality had set standards for continuous improvement with only 19.5 per cent of participants who took part in the survey stating that there in need for improvement. Only 2.8 per cent of the participants indicated that the Municipality had done a poor job in setting up standards for continuous improvement. 44.4 percent of the participants indicated that the Municipality was meeting the expectations of the community in continuously improving, while 36.1 per cent either indicated that the Municipality had done a very good job or an excellent job in setting standards for continuous improvement.

Table 5.3.3 The municipality has actively engaged in strategic partnership with stakeholders, Provincial Departments, other municipalities and its customers and staff in all areas of business						
Level of employment	Poor	Needs improvement	Meets expectations	Very good	Excellent	Total
General employee	0 0.0%	1 7.7%	8 61.5%	3 23.1%	1 7.7%	13 100.0%
Middle Management	0 0.0%	0 0.0%	3 37.5%	2 25.0%	3 37.5%	8 100.0%
Senior Management	0 0.0%	2 50.0%	1 25.0%	1 25.0%	0 0.0%	4 100.0%
Councillors	1 9.1%	3 27.3%	3 27.3%	4 36.4%	0 0.0%	11 100.0%
Total	1 2.8%	6 16.7%	15 41.7%	10 27.8%	4 11.1%	36 100.0%

As indicated in Table 5.3.3, 11.1 per cent of participants felt that the Municipality was doing an excellent job in forming strategic partnerships with other stakeholders such as Provincial Departments, other Municipalities, its customers and business stakeholders. The majority of participants (41.7%) indicated that the Municipality was meeting its mandate in this regard.

Table 5.3.4 The municipality delivers accessible services to its communities/customers						
Level of employment	Not done	Needs improvement	Meets expectations	Very good	Excellent	Total
General employee	0 0.0%	3 23.1%	8 61.5%	2 15.4%	0 0.0%	13 100.0%
Middle Management	0 0.0%	0 0.0%	4 50.0%	2 25.0%	2 25.0%	8 100.0%
Senior Management	0 0.0%	1 25.0%	2 50.0%	1 25.0%	0 0.0%	4 100.0%
Councillors	2 18.2%	0 0.0%	2 18.2%	6 54.5%	1 9.1%	11 100.0%
Total	2 5.6%	4 11.1%	16 44.4%	11 30.6%	3 8.3%	36 100.0%

Only 16.7 per cent of participants surveyed indicated that the Municipality either needed to improve or performing poorly in their delivery of accessible services to its communities or customers. The majority of participants felt that the Municipality was achieving this goal with 30.6 per cent stating that the Municipality was doing a very good job delivering accessible services to communities (see Table 5.3.4).

Table 5.3.5 The municipality uses resources effectively and imaginatively							
Level of employment	Not done	Poor	Needs improvement	Meets expectations	Very good	Excellent	Total
General employee	0 0.0%	0 0.0%	1 7.7%	9 69.2%	2 15.4%	1 7.7%	13 100.0%
Middle Management	0 0.0%	0 0.0%	3 37.5%	3 37.5%	1 12.5%	1 12.5%	8 100.0%
Senior Management	0 0.0%	0 0.0%	0 0.0%	3 75.0%	1 25.0%	0 0.0%	4 100.0%
Councillors	1 9.1%	1 9.1%	0 0.0%	2 18.2%	6 54.5%	1 9.1%	11 100.0%
Total	1 2.8%	1 2.8%	4 11.1%	17 47.2%	10 27.8%	3 8.3%	36 100.0%

Table 5.3.5 shows that only 16.6 per cent of participants were not satisfied with the use effective and imaginative use of resources by the Municipality. However, 47.2 per cent of the participants who took part in the survey expressed satisfaction that the Municipality was meeting its needs, with 27.8 per cent reporting that the Municipality was doing a very good on this mandate.

Table 5.3.6 The municipality contributes to improving opportunities and quality of life of all communities it serves						
Level of employment	Poor	Needs improvement	Meets expectations	Very good	Excellent	Total
General employee	0 0.0%	3 23.1%	3 23.1%	5 38.5%	2 15.4%	13 100.0%
Middle Management	0 0.0%	2 25.0%	2 25.0%	2 25.0%	2 25.0%	8 100.0%

Senior Management	0 0.0%	2 50.0%	1 25.0%	1 25.0%	0 0.0%	4 100.0%
Councillors	1 9.1%	0 0.0%	6 54.5%	4 36.4%	0 0.0%	11 100.0%
Total	1 2.8%	7 19.4%	12 33.3%	12 33.3%	4 11.1%	36 100.0%

A third of participants reported that the Municipality was meeting its expectations on contributing to improving opportunities and quality of life for all communities it serves, while the other third indicated that the Municipality was doing a very good job in this regard. However, 22.2 per cent of the participants felt that the Municipality needed to improve in providing opportunities and quality of life for all communities (see Table 5.3.6).

Table 5.3.7 The municipality displays commendable work ethic, teamwork and morale							
Level of employment	Not done	Poor	Needs improvement	Meets expectations	Very good	Excellent	Total
General employee	0 0.0%	2 15.4%	4 30.8%	5 38.5%	1 7.7%	1 7.7%	13 100.0%
Middle Management	1 12.5%	0 0.0%	1 12.5%	4 50.0%	1 12.5%	1 12.5%	8 100.0%
Senior Management	0 0.0%	1 25.0%	1 25.0%	1 25.0%	1 25.0%	0 0.0%	4 100.0%
Councillors	0 0.0%	0 0.0%	4 36.4%	3 27.3%	4 36.4%	0 0.0%	11 100.0%
Total	1 2.8%	3 8.3%	10 27.8%	13 36.1%	7 19.4%	2 5.6%	36 100.0%

While one participant indicated that the Municipality has not yet worked on displaying work ethic, teamwork and morale among the staff members, 27.8 per cent of the participants indicated that there is still work to be done to improve on the work ethic, teamwork and morale among staff members in the Municipality. However, a third of participants felt that the Municipality was meeting these objectives

while a quarter of the participants reported that the Municipality was either doing a very good or excellent job in this regard (see Table 5.3.7).

5.4. LEADERSHIP AND ETHICS SURVEY

Table 5.4.1 Municipal management has set direction and created a positive environment to encourage efficient and effective service delivery						
Level of employment	Poor	Needs improvement	Meets expectations	Very good	Excellent	Total
General employee	0 0.0%	2 15.4%	8 61.5%	3 23.1%	0 0.0%	13 100.0%
Middle Management	0 0.0%	1 12.5%	3 37.5%	3 37.5%	1 12.5%	8 100.0%
Senior Management	0 0.0%	1 25.0%	2 50.0%	1 25.0%	0 0.0%	4 100.0%
Councillors	1 9.1%	0 0.0%	6 54.5%	4 36.4%	0 0.0%	11 100.0%
Total	1 2.8%	4 11.1%	19 52.8%	11 30.6%	1 2.8%	36 100.0%

Table 5.4.1 shows that more than half of the participants interviewed reported that the Municipality was meeting the communities' expectations with regards to creating a positive environment to encourage efficient and effective service delivery. Only 13.9 per cent of participants who took part in the survey reported that the Municipality either needed to improve on this mandate or was just poor.

Table 5.4.2 Municipal management has ensured that they continuously measure and track performance at all levels						
Level of employment	Poor	Needs improvement	Meets expectations	Very good	Excellent	Total
General employee	0 0.0%	1 7.7%	8 61.5%	3 23.1%	1 7.7%	13 100.0%
Middle Management	0 0.0%	1 12.5%	3 37.5%	3 37.5%	1 12.5%	8 100.0%
Senior	1	0	3	0	0	4

Management	25.0%	0.0%	75.0%	0.0%	0.0%	100.0%
Councillors	1 9.1%	1 9.1%	3 27.3%	6 54.5%	0 0.0%	11 100.0%
Total	2 5.6%	3 8.3%	17 47.2%	12 33.3%	2 5.6%	36 100.0%

Table 5.4.2 shows high levels of agreement among participants who report that the Municipality was meeting the community expectations of ensuring that they continuously measure and track their own performance at all levels. 38.9 per cent of participants reported that the Municipality was either very good or excellent at delivering this task. Only 13.9 per cent indicated that there was need for improvement or the Municipality was poor at delivering this task.

Table 5.4.3 Municipal management is working in partnership with its customers in meeting, understanding and responding to their needs and expectations						
Level of employment	Poor	Needs improvement	Meets expectations	Very good	Excellent	Total
General employee	0 0.0%	2 15.4%	9 69.2%	2 15.4%	0 0.0%	13 100.0%
Middle Management	0 0.0%	0 0.0%	3 37.5%	4 50.0%	1 12.5%	8 100.0%
Senior Management	0 0.0%	2 50.0%	1 25.0%	1 25.0%	0 0.0%	4 100.0%
Councillors	1 9.1%	1 9.1%	6 54.5%	1 9.1%	2 18.2%	11 100.0%
Total	1 2.8%	5 13.9%	19 52.8%	8 22.2%	3 8.3%	36 100.0%

The majority of participants (52.8%) in this study have indicated that the Municipality is meeting the expectations of the communities by working in partnership with its customers in meeting, understanding and responding to their needs and expectations. Over 30 per cent of participants indicated that the

Municipality was either doing a very good job ensuring that not only does it meet its mandate but also exceeds it (see table 5.4.3).

Table 5.4.4 Municipal management has ensured that they and the municipality as a whole operate in an ethical manner in order to demonstrate good governance and to promote confidence and trust within the community						
Level of employment	Poor	Needs improvement	Meets expectations	Very good	Excellent	Total
General employee	0 0.0%	3 23.1%	8 61.5%	2 15.4%	0 0.0%	13 100.0%
Middle Management	0 0.0%	2 25.0%	1 12.5%	4 50.0%	1 12.5%	8 100.0%
Senior Management	0 0.0%	2 50.0%	1 25.0%	1 25.0%	0 0.0%	4 100.0%
Councillors	1 9.1%	3 27.3%	3 27.3%	3 27.3%	1 9.1%	11 100.0%
Total	1 2.8%	10 27.8%	13 36.1%	10 27.8%	2 5.6%	36 100.0%

Just over 30 per cent of participants indicated that the Municipality could do better and needed improvements in ensuring that they operate in an ethical manner in order to demonstrate good governance and to promote confidence and trust within the community. However, over a third of participants (36.1%) indicated that the Municipality was meeting these expectations, and 27.8 per cent of all participants reported that the Municipality was doing a very good job in this regard (see Table 5.4.4).

Table 5.4.5 Management ensured that a code for how customers/communities will be treated is in place for each division/service area						
Level of employment	Poor	Needs improvement	Meets expectations	Very good	Excellent	Total
General employee	1 7.7%	2 15.4%	8 61.5%	2 15.4%	0 0.0%	13 100.0%
Middle	0	2	1	4	1	8

Management	0.0%	25.0%	12.5%	50.0%	12.5%	100.0%
Senior Management	0 0.0%	2 50.0%	1 25.0%	1 25.0%	0 0.0%	4 100.0%
Councillors	1 9.1%	3 27.3%	3 27.3%	4 36.4%	0 0.0%	11 100.0%
Total	2 5.6%	9 25.0%	13 36.1%	11 30.6%	1 2.8%	36 100.0%

Table 5.4.5 indicated that over 30 per cent of participants believe that the Municipality needs to improve in terms of ensuring that a code of how customers or communities will be treated is in place for each division or service area. However, more than a third of participants (36.1%) reported that the Municipality was meeting this goal. 30.6 per cent of all participant even believed that the Municipality was very good at meeting this expectation.

5.5. CORPORATE AND SOUND GOVERNANCE SURVEY

	Table 5.5.1 Policies and plans are in place to ensure good governance in accordance with applicable legislation: Accountability and transparency					
Level of employment	Poor	Needs improvement	Meets expectations	Very good	Excellent	Total
General employee	0 0.0%	0 0.0%	10 76.9%	2 15.4%	1 7.7%	13 100.0%
Middle Management	0 0.0%	2 25.0%	3 37.5%	2 25.0%	1 12.5%	8 100.0%
Senior Management	0 0.0%	0 0.0%	1 25.0%	3 75.0%	0 0.0%	4 100.0%
Councillors	2 18.2%	0 0.0%	5 45.5%	3 27.3%	1 9.1%	11 100.0%
Total	2 5.6%	2 5.6%	19 52.8%	10 27.8%	3 8.3%	36 100.0%

In terms of ensuring good governance in accordance with applicable legislation on accountability and transparency, more than half of the participants (52.8%) indicated that the Municipality was meeting

expectations while just about a third of the participants (36.1%) reported that the Municipality was doing a good job in this regard (see Table 5.5.1).

Table 5.5.2 Policies and plans are in place to ensure good governance in accordance with applicable legislation: Public participation and consultation							
Level of employment	Not done	Poor	Needs improvement	Meets expectations	Very good	Excellent	Total
General employee	0 0.0%	0 0.0%	2 15.4%	7 53.8%	3 23.1%	1 7.7%	13 100.0%
Middle Management	0 0.0%	0 0.0%	0 0.0%	7 87.5%	0 0.0%	1 12.5%	8 100.0%
Senior Management	0 0.0%	1 25.0%	0 0.0%	1 25.0%	2 50.0%	0 0.0%	4 100.0%
Councillors	1 9.1%	0 0.0%	2 18.2%	2 18.2%	4 36.4%	2 18.2%	11 100.0%
Total	1 2.8%	1 2.8%	4 11.1%	17 47.2%	9 25.0%	4 11.1%	36 100.0%

The majority of participants (47.2%) reported that the Municipality was meeting its expectations on ensuring good governance in accordance with applicable legislation by promoting and encouraging public participation and consultation. 16.7 per cent of participants however either indicated that the Municipality still needed to improve or were performing poorly on this expectation.

Table 5.5.3 Policies and plans are in place to ensure good governance in accordance with applicable legislation: Corruption prevention							
Level of employment	Not done	Poor	Needs improvement	Meets expectations	Very good	Excellent	Total
General employee	0 0.0%	1 7.7%	2 15.4%	8 61.5%	1 7.7%	1 7.7%	13 100.0%
Middle Management	0 0.0%	0 0.0%	2 25.0%	4 50.0%	1 12.5%	1 12.5%	8 100.0%
Senior Management	0 0.0%	0 0.0%	0 0.0%	1 25.0%	3 75.0%	0 0.0%	4 100.0%

Councillors	1 9.1%	0 0.0%	1 9.1%	5 45.5%	2 18.2%	2 18.2%	11 100.0%
Total	1 2.8%	1 2.8%	5 13.9%	18 50.0%	7 19.4%	4 11.1%	36 100.0%

Half of the participants in the survey indicated that the Municipality was meeting its expectation on corruption prevention while 13.9 per cent of participants reported that this needed to be improved. However, 11.1 per cent of all participants indicated that the Municipality was performing excellently in this regard (see Table 5.5.3).

Table 5.5.4 highlights that the majority of participants (44.4%) in the study felt that the Municipality was meeting its expectations in terms of HIV prevention. However, 19.5 per cent reported that there is still more to be done by the Umtshezi Local Municipality to ensure effective HIV prevention. On the other hand, 30.6 per cent of participants indicated that the Municipality was doing a very good job on HIV prevention.

Table 5.5.4 Policies and plans are in place to ensure good governance in accordance with applicable legislation: HIV/AIDS prevention						
Level of employment	Poor	Needs improvement	Meets expectations	Very good	Excellent	Total
General employee	0 0.0%	2 15.4%	7 53.8%	3 23.1%	1 7.7%	13 100.0%
Middle Management	0 0.0%	1 12.5%	3 37.5%	4 50.0%	0 0.0%	8 100.0%
Senior Management	0 0.0%	1 25.0%	2 50.0%	0 0.0%	1 25.0%	4 100.0%
Councillors	1 9.1%	2 18.2%	4 36.4%	4 36.4%	0 0.0%	11 100.0%
Total	1 2.8%	6 16.7%	16 44.4%	11 30.6%	2 5.6%	36 100.0%

Table 5.5.5 indicates that the majority of participants either felt that the Municipality was meeting its expectations (38.9%) or had exceeded expectations and was doing a very good job (33.3%) in terms of youth development programmes.

Table 5.5.5 Policies and plans are in place to ensure good governance in accordance with applicable legislation: Youth development programmes						
Level of employment	Poor	Needs improvement	Meets expectations	Very good	Excellent	Total
General employee	0 0.0%	3 23.1%	4 30.8%	5 38.5%	1 7.7%	13 100.0%
Middle Management	0 0.0%	0 0.0%	5 62.5%	2 25.0%	1 12.5%	8 100.0%
Senior Management	0 0.0%	1 25.0%	1 25.0%	2 50.0%	0 0.0%	4 100.0%
Councillors	1 9.1%	2 18.2%	4 36.4%	3 27.3%	1 9.1%	11 100.0%
Total	1 2.8%	6 16.7%	14 38.9%	12 33.3%	3 8.3%	36 100.0%

Table 5.5.6 Policies and plans are in place to ensure good governance in accordance with applicable legislation: Institutional transformation (continuous review of the municipality delivery mechanism)							
Level of employment	Not done	Poor	Needs improvement	Meets expectations	Very good	Excellent	Total
General employee	0 0.0%	0 0.0%	2 15.4%	9 69.2%	1 7.7%	1 7.7%	13 100.0%
Middle Management	0 0.0%	0 0.0%	3 37.5%	2 25.0%	2 25.0%	1 12.5%	8 100.0%
Senior Management	0 0.0%	0 0.0%	0 0.0%	2 50.0%	2 50.0%	0 0.0%	4 100.0%
Councillors	1 9.1%	2 18.2%	2 18.2%	3 27.3%	3 27.3%	0 0.0%	11 100.0%
Total	1 2.8%	2 5.6%	7 19.4%	16 44.4%	8 22.2%	2 5.6%	36 100.0%

Of all the participants, 44.4 per cent reported that Municipality was meeting their expectations on institutional transformation. 22.2 per cent of participants indicated that the government was exceeding its expectations and was doing a very good job (see Table 5.5.6).

Table 5.5.7 illustrates that the majority of participants feel that there is still a lot of improvement needed with regards to sport development by the Municipality. More than a quarter of participants (25.0%) have indicated that there has not been any sport development by the Municipality at all while 27.8 per cent of participants indicated that sport development was there but in a poor states. 22.2 per cent of participants reported that the current sport development programmes needed to be improved.

Table 5.5.7 Policies and plans are in place to ensure good governance in accordance with applicable legislation: Sport development							
Level of employment	Not done	Poor	Needs improvement	Meets expectations	Very good	Excellent	Total
General employee	3 23.1%	3 23.1%	3 23.1%	2 15.4%	1 7.7%	1 7.7%	13 100.0%
Middle Management	0 0.0%	4 50.0%	3 37.5%	1 12.5%	0 0.0%	0 0.0%	8 100.0%
Senior Management	0 0.0%	1 25.0%	0 0.0%	3 75.0%	0 0.0%	0 0.0%	4 100.0%
Councillors	6 54.5%	2 18.2%	2 18.2%	0 0.0%	1 9.1%	0 0.0%	11 100.0%
Total	9 25.0%	10 27.8%	8 22.2%	6 16.7%	2 5.6%	1 2.8%	36 100.0%

5.6. OBJECTIVES OF IDP

Table 5.6.1 There is a structure in place to deliver the objectives of the IDP in terms of: Municipal strategic direction						
Level of employment	Poor	Needs improvement	Meets expectations	Very good	Excellent	Total
General employee	1 7.7%	0 0.0%	10 76.9%	1 7.7%	1 7.7%	13 100.0%
Middle Management	0 0.0%	1 12.5%	5 62.5%	1 12.5%	1 12.5%	8 100.0%
Senior Management	0 0.0%	2 50.0%	1 25.0%	1 25.0%	0 0.0%	4 100.0%
Councillors	1 9.1%	4 36.4%	5 45.5%	1 9.1%	0 0.0%	11 100.0%
Total	2 5.6%	7 19.4%	21 58.3%	4 11.1%	2 5.6%	36 100.0%

Table 5.6.1 illustrates that the majority of participants (58.3%) were satisfied that the Municipality was meeting its expectations with regards to its strategic direction in terms of the IDP. However, 19.4 per cent of participants felt that there still more to be done in terms of improving the strategic directions of the Municipality in terms of its IDP.

Table 5.6.2 There is a structure in place to deliver the objectives of the IDP in terms of: Service delivery impact assessment						
Level of employment	Poor	Needs improvement	Meets expectations	Very good	Excellent	Total
General employee	0 0.0%	1 7.7%	10 76.9%	1 7.7%	1 7.7%	13 100.0%
Middle Management	0 0.0%	3 37.5%	2 25.0%	2 25.0%	1 12.5%	8 100.0%
Senior Management	1 25.0%	0 0.0%	2 50.0%	1 25.0%	0 0.0%	4 100.0%

Councillors	0 0.0%	2 18.2%	9 81.8%	0 0.0%	0 0.0%	11 100.0%
Total	1 2.8%	6 16.7%	23 63.9%	4 11.1%	2 5.6%	36 100.0%

Table 5.6.2 highlights that 63.9 per cent of the participants believed that the Municipality was meeting its expectations in terms of service delivery impact assessment. However, 16.7 per cent of participants believed that the Municipality could still do more on improving service delivery impact assessment. Table 5.6.3 illustrates that 44.4 per cent of participants reported that Municipality was meeting its expectations in terms of the objectives of the IDP. 19.4 per cent of participants indicated that the Municipality was exceeding its expectations and doing a very good job in implementing the objectives of the IDP.

Table 5.6.3 Measurable targets are in place to fulfill the objectives of: Integrated development plan (IDP)							
Level of employment	Not done	Poor	Needs improvement	Meets expectations	Very good	Excellent	Total
General employee	0 0.0%	1 7.7%	0 0.0%	9 69.2%	2 15.4%	1 7.7%	13 100.0%
Middle Management	0 0.0%	1 12.5%	1 12.5%	3 37.5%	3 37.5%	0 0.0%	8 100.0%
Senior Management	0 0.0%	1 25.0%	0 0.0%	1 25.0%	2 50.0%	0 0.0%	4 100.0%
Councillors	1 9.1%	1 9.1%	5 45.5%	3 27.3%	0 0.0%	1 9.1%	11 100.0%
Total	1 2.8%	4 11.1%	6 16.7%	16 44.4%	7 19.4%	2 5.6%	36 100.0%

Table 5.6.4 indicates that half of the participants felt that the Municipality was meeting its expectations in terms of fulfilling its individual key performance indicators (KPIs). However, a quarter of the participants felt that this could be improved, while 16.7 per cent of participants reported that the Municipality was doing a very good job.

Table 5.6.4 Measurable targets are in place to fulfill the objectives of: Individual key performance indicators (KPI)						
Level of employment	Poor	Needs improvement	Meets expectations	Very good	Excellent	Total
General employee	0 0.0%	2 15.4%	8 61.5%	1 7.7%	2 15.4%	13 100.0%
Middle Management	0 0.0%	3 37.5%	2 25.0%	3 37.5%	0 0.0%	8 100.0%
Senior Management	1 25.0%	0 0.0%	2 50.0%	1 25.0%	0 0.0%	4 100.0%
Councillors	0 0.0%	4 36.4%	6 54.5%	1 9.1%	0 0.0%	11 100.0%
Total	1 2.8%	9 25.0%	18 50.0%	6 16.7%	2 5.6%	36 100.0%

Almost a third of the participants in the study indicated that the Municipality was meeting its expectations in terms of good governance. 22.2 per cent felt that the Municipality needed to improve on corporate governance while on the other hand 30.6 per cent of participants reported that the Municipality was doing a great job in terms of its objectives on corporate governance (see Table 5.6.5).

Table 5.6.5 Measurable targets are in place to fulfill the objectives of: Corporate governance – (Batho Pele, Municipal Service Charter, Municipal Service Standards etc)						
Level of employment	Poor	Needs improvement	Meets expectations	Very good	Excellent	Total
General employee	0 0.0%	2 15.4%	7 53.8%	3 23.1%	1 7.7%	13 100.0%
Middle Management	1 12.5%	2 25.0%	2 25.0%	2 25.0%	1 12.5%	8 100.0%
Senior Management	0 0.0%	2 50.0%	0 0.0%	1 25.0%	1 25.0%	4 100.0%
Councillors	0 0.0%	2 18.2%	4 36.4%	5 45.5%	0 0.0%	11 100.0%
Total	1 2.8%	8 22.2%	13 36.1%	11 30.6%	3 8.3%	36 100.0%

Table 5.6.5 shows that the majority of Councillors and Municipal workers believe that the Municipality is fulfilling the objectives of corporate governance as prescribed by the Batho Pele principles, Municipal Service Charter and Municipal Service Standards. However, a quarter of the participants also feel that the Municipality is not meeting these standards. On the other hand, more than a third of the participant feels the Municipality has exceeded its expectations in terms of meeting these expectations. This range shows disagreements among the participants with regards to their rating of the Municipality efforts.

Table 5.6.6 There is a corporate strategy in place enabling: Internal auditing					
Level of employment	Needs improvement	Meets expectations	Very good	Excellent	Total
General employee	3 23.1%	8 61.5%	1 7.7%	1 7.7%	13 100.0%
Middle Management	1 12.5%	4 50.0%	2 25.0%	1 12.5%	8 100.0%
Senior Management	1 25.0%	0 0.0%	1 25.0%	2 50.0%	4 100.0%
Councillors	3 27.3%	5 45.5%	3 27.3%	0 0.0%	11 100.0%
Total	8 22.2%	17 47.2%	7 19.4%	4 11.1%	36 100.0%

Table 5.6.6 shows that most participants are happy with the internal auditing taking place in the Municipality. 78.2 per cent of participants feel that the Municipality is either meeting its expectations or exceeding them in terms of internal auditing. These statistics also apply to corruption prevention in the Municipality. The majority of participants reported that the Municipality was either meeting its expectations or exceeding them (see Table 5.6.7). However, more than a quarter of the participants felt that the Municipality needed improvements in terms of Municipal performance report. On the other hand, 72.2 per cent of the participants highlighted that the Municipality was either meeting or exceeding

its expectations on making sure that performance is appraised and reported in the Municipal Performance Report (see Table 5.6.8).

Table 5.6.7 There is a corporate strategy in place enabling: Corruption prevention					
Level of employment	Needs improvement	Meets expectations	Very good	Excellent	Total
General employee	1 7.7%	8 61.5%	3 23.1%	1 7.7%	13 100.0%
Middle Management	1 12.5%	4 50.0%	3 37.5%	0 0.0%	8 100.0%
Senior Management	2 50.0%	0 0.0%	2 50.0%	0 0.0%	4 100.0%
Councillors	4 36.4%	5 45.5%	2 18.2%	0 0.0%	11 100.0%
Total	8 22.2%	17 47.2%	10 27.8%	1 2.8%	36 100.0%

Table 5.6.8 Performance is appraised and reported in the Municipal performance report						
Level of employment	Poor	Needs improvement	Meets expectations	Very good	Excellent	Total
General employee	0 0.0%	3 23.1%	6 46.2%	3 23.1%	1 7.7%	13 100.0%
Middle Management	0 0.0%	1 12.5%	4 50.0%	2 25.0%	1 12.5%	8 100.0%
Senior Management	0 0.0%	2 50.0%	0 0.0%	2 50.0%	0 0.0%	4 100.0%
Councillors	1 9.1%	3 27.3%	5 45.5%	1 9.1%	1 9.1%	11 100.0%
Total	1 2.8%	9 25.0%	15 41.7%	8 22.2%	3 8.3%	36 100.0%

5.7. COMMUNITY MEMBERS' PERCEPTION SURVEY

The community perception survey was conducted with community members to gather information on their thoughts on the IDP implementation in Umtshezi Local Municipality and also to get their recommendations, if any, on how to improve the implementation.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Needs improvement	2	8.0	8.0	8.0
	Meets expectations	9	36.0	36.0	44.0
	Very good	10	40.0	40.0	84.0
	Excellent	4	16.0	16.0	100.0
	Total	25	100.0	100.0	

Table 5.7.1 shows that the majority of community members (92.0 %) feel that the level of service delivery in their area either meets or exceeds the Municipality's expectations. On the other hand, while the majority of participants (80.0%) feel that the Municipality understands their needs, there is still a fifth of the participants who feel that the Municipality could do better to ensure that they understand their specific needs with regards to IDP projects being implemented (See Table 5.7.2). Table 5.7.3 also shows that the majority of community members (92.0%) are happy about the way the Municipality is doing in terms of delivering high quality Municipal services.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	1	4.0	4.0	4.0
	Needs improvement	4	16.0	16.0	20.0
	Meets expectations	6	24.0	24.0	44.0
	Very good	9	36.0	36.0	80.0
	Excellent	5	20.0	20.0	100.0
	Total	25	100.0	100.0	

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	2	8.0	8.0	8.0
	Meets expectations	10	40.0	40.0	48.0
	Very good	6	24.0	24.0	72.0
	Excellent	7	28.0	28.0	100.0
	Total	25	100.0	100.0	

In Table 5.3.4 the data shows that over a quarter of participants (28.0%) felt that the Municipality could improve in terms of involving community members in the development of the Municipal Key Performance Indicators to increase accountability. The majority of participants (72.0%) however felt that the Municipality was doing a good job involving community members in developing these KPIs. The majority of participants (84.0%) also expressed satisfaction with the level of service delivery in the Municipality (see Table 5.7.5).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	3	12.0	12.0	12.0
	Needs improvement	4	16.0	16.0	28.0
	Meets expectations	7	28.0	28.0	56.0
	Very good	7	28.0	28.0	84.0
	Excellent	4	16.0	16.0	100.0
	Total	25	100.0	100.0	

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Needs improvement	4	16.0	16.0	16.0
	Meets expectations	9	36.0	36.0	52.0
	Very good	7	28.0	28.0	80.0

	Excellent	5	20.0	20.0	100.0
	Total	25	100.0	100.0	

Table 5.7.6 highlights what the participants thought about the way the Municipality involved them in all the stages of the formulation of the IDP. Just below a third of participants (32.0%) felt that the Municipality consultation processes needed to be improved with just over a third (36.0%) highlighting that the Municipality was meeting the expectations in terms of community involvement in the formulation of IDP projects.

Table 5.7.6 Please rate the extent to which the municipality involves you in all stages of formulation of the municipal integrated development plan (IDP)					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	4	16.0	16.0	16.0
	Needs improvement	4	16.0	16.0	32.0
	Meets expectations	9	36.0	36.0	68.0
	Very good	7	28.0	28.0	96.0
	Excellent	1	4.0	4.0	100.0
	Total	25	100.0	100.0	

Table 5.7.7 shows the participants' responses to the question whether they are satisfied with the deliverables of the Municipal IDP or not. While 28 per cent of the participants felt that the Municipality needed to improve its deliverables of the Municipal IDP, the majority either felt that the Municipality was meeting its objectives in this regard or exceeding (72.0%). On the other hand, 32 per cent of community members surveyed felt that the Municipality needed to improve its Batho Pele principles while 68 per cent of the participants highlighted that the Municipality was either achieving the Batho Pele principles or exceeding in implementing them (see Table 5.7.8).

Table 5.7.7 Please rate the extent to which you are satisfied with the deliverables of the municipal IDP					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not done	1	4.0	4.0	4.0
	Poor	2	8.0	8.0	12.0
	Needs improvement	4	16.0	16.0	28.0
	Meets expectations	5	20.0	20.0	48.0
	Very good	9	36.0	36.0	84.0
	Excellent	4	16.0	16.0	100.0
	Total	25	100.0	100.0	

Table 5.7.8 Please rate your perceived level at which the municipality subscribes to Batho Pele principles					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	4	16.0	16.0	16.0
	Needs improvement	4	16.0	16.0	32.0
	Meets expectations	4	16.0	16.0	48.0
	Very good	7	28.0	28.0	76.0
	Excellent	6	24.0	24.0	100.0
	Total	25	100.0	100.0	

5.8. CONCLUSION

This Chapter explored and interpreted the quantitative data presented in the study. While some statistics show some dissatisfaction in the role of the Umtshezi Local Municipality in implementing the IDP in the Municipality, the majority of participants were generally satisfied with the level of service delivery in the Municipality. The following chapter presents qualitative results and interpretation.

CHAPTER 6: QUALITATIVE DATA ANALYSIS & INTERPRETATION OF RESULTS

6. INTRODUCTION

The previous Chapter focused on descriptive statistics based on survey questions asked to community members, Municipal staff and Municipal Councillors. This following Chapter focuses on the qualitative results from the same participants. These qualitative results are meant to complement the quantitative descriptive statistics. This chapter explores the role of the IDP, the IDP and poverty reduction, IDP and inequality reduction, community involvement in decision making to conduct IDP projects, monitoring and evaluation systems to measure implementation of IDP projects, challenges faced in implementing IDP projects, lessons learnt in implementing IDP projects in the last 5 years and the Umtshezi Local Municipality's capabilities and competencies to drive the implementation of IDP projects.

6.1. ROLE OF THE IDP

Participants were asked to speak on what they thought the role of the IDP was in the Umtshezi Local Municipality. The responses from the three groups of participants who took part in this study showed a clear understanding from all of them about the role of IDP in general. The participants all agreed that the main beneficiaries and targets for the IDP projects are the people of Umtshezi Local Municipality regardless of race, gender and age. One Municipal employee stated:

The role of the IDP is to set up projects that develop the economy of the Local Municipality and improve the community well-being. It is also a strategic planning tool for the Municipality that promotes intergovernmental relations whereby all sector departments contribute to service delivery. The IDP projects are people-centred and have realistic timeframes – the duration of the project is outlined, for example the start date and how long the project will take and the end date would be outlined in the IDP – and measurable outcomes (General Employee 5).

The statements above show that the participants understand the IDP to be economic in nature and should be people-centred. This is supported by the following community member who noted:

IDP projects benefit the communities. They are aimed at improving the standards of living in the economy. The IDP ensures a better life and development for all the disadvantaged and underdeveloped communities (Community Member 5).

A Municipality Middle Management employee noted the following in explaining the role of the IDP in Umtshezi Local Municipality:

IDP is a super development plan where Municipalities list items to be considered for development within its areas of jurisdiction, in consultation with all its relevant stakeholders, namely the general public, government departments and the business people. The main role is to develop communities and persons who are underprivileged or who have been disadvantaged. Service Delivery to the poorest people is a key component of the IDP (Middle Management 3).

The statement above speaks more to collaborative efforts and the importance of consultation and involving all the stakeholders in the process of formulation, and implementation. The issue of redressing the past injustices and implementing transformative projects is also highlighted by the following Councillor:

The IDP is a new approach to local governance which is developmental in nature and aims to overcome the poor planning of projects that used to take place in the past. The IDP also aims to address and redress past injustices and inequalities that were in place because of apartheid. These inequalities and injustices left many Black people in poverty and rural areas where most of them resided largely underdeveloped and unserved so the IDP is transforming all that to create an equal society. The role of the IDP is to strategically plan instruments which guide and

inform all planning and development decisions within the Municipal area. This enables the Municipality to work towards achieving its development goals as outlined in the Constitution (Councillor 8).

A senior manager at the Umtshezi Municipality highlighted the importance of the IDP in not only addressing the economic issues that affect the people in the Municipality but also focuses on the social problems that people are going through and how they should address these problems.

The role of the IDP is to address current socio-economic problems that are being faced by the majority of our people in our Municipality. The IDP is a process of identifying projects aimed at addressing the challenges experienced by local communities. In doing this, the IDP process is clear in avoiding duplication of activities by sectoral departments so there is a clear goal of being very consultative, transparent and efficient. This will assist the Municipality in maximising positive development that is derived from the utilization of its scarce resources (Senior Management 3).

This above statement is supported by a Municipal General Employee who argues “The role of the IDP is to construct tarred roads; community halls; and schools to benefit the local community people and the Municipality at large” (General Employee 1).

6.2. IDP AND POVERTY REDUCTION

Participants were asked to provide their views with regards to the implementation of the IDP projects and how they view them in terms of poverty reduction. Most participants agreed that the projects that are being implemented in the Municipality were reducing poverty among the poor people in Umtshezi. One participant speaking on the role of his department noted that:

Our department endeavours to electrify all the households without electricity in Umtshezi Local Municipality so that those people in the community who are living in poverty would have a cheaper source of energy which would also be subsidized by the Municipality. Also, when our department has projects it wants to implement, contractors who are hired are encouraged to recruit some of their staff members from those local communities in which they are doing their projects as a way of creating employment in these poor communities and alleviating poverty (Senior Management 2).

Another senior manager also spoke of their roles in reducing poverty in the Umtshezi Local Municipality stating that:

Our department is instrumental in reducing poverty through the IDP by ensuring that proposal and business plans written and submitted for funding are aimed at reducing poverty among our poor people in our communities and not aimed at only enriching the very few already successful people. Our projects should always be people-centred where we prioritize them in terms of the needs of the communities and the most urgent matters such as housing, water and sanitation, health and education. These are areas of priority which play an important role in poverty reduction (Senior Management 1).

One Councillor spoke of the IDP projects' reducing poverty through investing in career development of the youth, ensuring that they are capacitated with relevant skills that are crucial in uplifting the country's economy and ensuring that they are provided with facilities where they can obtain the required practical exposure for their field of studies (Middle Management 2).

6.3. IDP AND INEQUALITY REDUCTION

The participants were asked to give an overview of how the IDP in the Municipality reduces inequality.

One participant stated that:

Our department is trying by all means to reduce the inequality gap between the rich and the poor by ensuring that plans are made and implemented that subsidies in terms of health, education and social services are available for the poor people who cannot afford to pay cash. Housing and land opportunities are being made available to all the residents within Umtshezi Local Municipality. Service delivery, for example refuse removal, is being undertaken in most areas, a thing that was not happening in the past. Grass cutting is also being done across the board. We also encourage full participation of community members in the decisions to be made for their benefit. We encourage community members to speak of their priority areas and how they would want the Municipality to achieve these goals for them (Senior Management 1).

Another participant noted that:

We ensure that communities are equal. The IDP should target poor communities in the Municipality and ensure that they access proper housing facilities, clean water and sanitation, electricity and safety in their communities. The department also develops communities by building crèches, community halls, infrastructure such as roads, street lighting and provide assistance if there are natural disasters. The IDP is also responsible for reducing inequality through better education for all members of the community and increasing employment and job opportunities for members of the community (Councillor 9).

6.4. COMMUNITY INVOLVEMENT IN CONDUCTING IDP PROJECTS

Most participants agreed that the Municipality was doing a good job in involving the community members in decision-making for conducting IDP projects. One participant noted:

Some of these projects are the brain child of Municipal staff whilst others are identified through the community consultative meetings which inform the implementation of the IDP and other

sector plans. The community is involved in the decision-making of some projects (Senior Management 2).

The others stated the following:

For all the projects we implement we first consult our community members and involve them in decision-making through the community *Izimbizo* that are held to consult and update the community on the projects that the Municipality wants to start and those that are going on (Middle Management 1).

Community members are involved in the implementation of IDP projects. For example, they earmark the land to build the Community Halls and after construction at the handover/opening of the community hall they take ownership of the project (Senior Management 3).

During the Mayoral *Izimbizos* the community members in different Wards raised different concerns. From all these concerns put together, priority concerns from the community members were given preference. The need for a service from the local community members and the stakeholders was the main motivating factor to engage in the above mentioned projects. The community raised concerns with regards to the darkness in some parts of the entrances in Wembezi, Estcourt and Mimosdale hence the need to install and upgrade street lighting at the entrance (Councillor 4).

6.5. MONITORING AND EVALUATION SYSTEMS TO MEASURE IDP PROJECTS

All the participants who took part in the study agreed that the Umtshezi Local Municipality did have a proper monitoring and evaluation system to measure the implementation of the IDP projects. One Councillor indicated that:

The Municipality has a monitoring and evaluation system which is focused on establishing whether service delivery is focused on providing high quality services to the public and satisfying their needs as a main priority (Councillor 9).

However, the participants did not agree on how often these monitoring and evaluation meetings were taking place. One participant stated: “Yes, we have a monitoring and evaluation meeting on a monthly basis” (Senior Management 1), while another Senior Manager said: “A performance management system was put in place and the PMS is monitored every quarter. The monitoring and evaluation reports are included in the Municipality’s Annual Report” (Senior Management 3). A general employee in the Municipality on the other hand noted:

Yes, after the IDP section prepares the IDP document, and has completed the environment management framework, projects are then monitored and evaluated from stage to stage to ensure that they are being implemented according to specific time and budget. A timeframe is always set for each project implementation and monitoring and evaluation reports submitted during the course of the project (General Employee 4).

This was supported by one Senior Manager who stated:

Yes, the Municipality has a monitoring and evaluation system to measure implementation of the IDP. There are time frames which are set aside for contractors to complete the job. An appointed engineer will evaluate the contractors’ job from establishment phase to accomplishment phase. There is also evaluation and certification of projects from phase to phase (Senior Management 2).

This difference on how often the monitoring and evaluation process takes place might be due to the fact that the two Senior Managers work in different departments in the Local Municipality.

6.6. CHALLENGES FACED IN IMPLEMENTING IDP PROJECTS

While the participants all spoke of the great work the Umtshezi Local Municipality was doing in implementing the IDP, they also raised some challenges which they hoped could be addressed to ensure efficiency in service delivery and transformation in the Municipality. One participant stated not having a competent IDP manager as a major challenge that the Municipality was currently faced with: “We are lacking a competent IDP Manager” (Senior Management 1). While a community member noted that:

The IDP office is not implementing any targeted projects within the Municipality. The Municipality is not listening to the voice of the people. It is only implementing projects that they feel are important without coming down to us the community members and asking what it is that we are really in need of. They just do their own thing. In the end the poor people are still poor because they do not get anything from the projects which are being implemented. You might build as many community halls as possible but if people do not have anywhere to sleep how do the community halls help? (Community member 9).

This was supported by a general employee who stated that: “One of the challenges faced in our Municipality in the implementation of the IDP projects is that not all projects are done as requested by the community and some are just done to a certain point and not completed” (General Employee 3).

On another issue, a Senior Manager stated that they are facing challenges as a Municipality in terms of funding. He noted: “We have a variety of challenges ranging from inadequacy of funding for desired projects so that they run smoothly and efficiently and variation orders” (Senior Management 2). This was seconded by several other participants including a general employee who stated: “Funds to build RDP houses in Wembezi Township were allocated late and the projects delayed by project engineers” (General Employee 9). However, another Senior Manager highlighted that the major challenge in the Municipality was the incompetence of other staff members and departments: “The Municipality faces a

number of challenges in the implementation of the IDP because some sectors are not pulling their own weight and not coming to the party, namely; upgrading of roads; water connections; electricity connections; and caretakers to look after the environment” (Senior Management 3).

This issue is also supported by a Councillor speaking on incompetent consultants who were hired to construct RDP houses. He notes:

Some of the IDP projects are not successful because contractors who were employed to build RDP houses were not qualified to do the job so you will see some houses now already cracking because of poor workmanship. The challenges here are that the Municipality is not recruiting experienced and qualified contractors to build these RDP houses (Councillor 5).

Another critical challenge raised by some participants was that the Municipality had not been able to create job opportunities for the local community members. One participant noted: “The Municipality has not been successful in establishing large projects that can create long term or permanent jobs for the people of Umtshezi and this makes it difficult to bridge the gap between the rich and the poor in the Municipality. This is mainly due to limitations in terms of funding” (General Employee 5).

Another challenge that the Umtshezi Local Municipality was facing was the lack of water supply in rural areas. This was noted by one participant who stated:

It is difficult to implement IDP projects in rural areas due to lack of water supply. Also, another challenge is that community members do not attend community meetings where they are called to identify critical and priority areas of development in their areas but when the Municipality implements a project they do not like they tend to strike against the project yet they were given an opportunity to say what they want (General Employee 10).

Another Senior Manager highlighted that the Umtshezi Local Municipality faces challenges in acquiring manufactured components from other countries which usually take time to be delivered to South Africa and the Municipality. He noted:

On the Wembezi substation upgrade, the major challenges were that it took longer than what was anticipated because the main component that makes up a substation which is the transformer was being imported and a lot of delay was incurred. The unavailability of single phase bundle for street lighting upgrade is causing a delay in the installation and upgrades of street lights at all the entrances to Estcourt, Wembezi and Mimosdale (Senior Management 2).

One Councillor noted that the community members were the challenge that the Umtshezi Local Municipality was facing. He indicated:

Yes, we encounter a lot of challenges from the public as they do not understand that we cannot provide all services they require at the same time. The public needs to be patient and know that we deal with issues according to their priority ranking. We need time to accomplish these goals. It's not like today we discuss this and tomorrow we implement it. It goes through a number of stages before being implemented and it is important that the public understands this (Councillor 7).

While this Councillor speaks of the importance of the community members to understand the IDP projects implementation phases and timelines, it is also important that the Municipality communicates with the community members clearly and accurately about the project implementation and expected timelines. Where the timelines cannot be met, it is also important for the Municipality to go back to the people and explain the barriers to reaching the desired goals at the date set for deadline. This communication between the Municipal staff and members of the community will ensure support and understanding from the community members.

6.7. LESSONS LEARNT IN IMPLEMENTING IDP PROJECTS

Participants were asked what the Umtshezi Local Municipality had learnt in the last 5 years. Some participants spoke of the importance of constantly monitoring and evaluating of projects. This was noted by one participant who stated that:

We have learnt a lot of lessons in the past five years on the implementation of IDP projects. We now know that some projects need to have proper financial planning while others need to adhere to geo-technology and environmental issues. Because of these lessons learnt we have constant monitoring and reporting on prioritised projects (Senior Management 2).

Other stakeholders stated that they learnt the importance of cooperation and good communication among all stakeholders in implementing successful IDP projects. One participant who is a Middle Manager noted that:

We have learnt that all projects can run smoothly if all stakeholders are involved in all the processes beginning from drafting of the project proposal, inception of the project, implementation of the project, finalizing of the project including giving feedback to the community with regards to the successes and challenges encountered during the process (Middle Management 1).

This is also supported by another participant who spoke of the importance of community buy-in through engaging them on potential projects to avoid strikes and vandalism of projects by disgruntled community members. He stated:

We have learnt the hard way that where community members are not involved they end up vandalising the infrastructure set up and the project will just end up being a white elephant. It is therefore important to consult and engage community members on their own priority areas of development to avoid these kinds of mishaps taking place (Senior Management 3).

Another important lesson that participants spoke of was proper and adequate planning and strategy to implement the IDP projects. This will ensure buy-in from all stakeholders, proper budgeting on the priority areas and projecting a realistic timeline according to resources and the work that needs to be done. One participant indicated:

There must be proper planning and a strategy to implement the project. The projects must be well budgeted for. Funds must be accounted for by project coordinators and all delays explained to the community members and the Municipality in general. We also learnt that we need to appoint construction companies which are well established and have a good track record of doing construction work and not hire inexperienced contractors as this has long term effects on the types of houses that are developed. We also learn that budgets should be allocated according to specifications and timelines to avoid over-expenditure and mismanagement of funds (General employee 9).

Also, on proper planning, one participant noted the importance of adjusting timelines to cater for possible unforeseen delays. She stated:

We have learnt a number of lessons from implementing IDP projects. We have learnt that some projects actually do take longer than anticipated mainly because the materials used in implementing the projects may not be locally available and have to be imported from elsewhere. This takes a long time and has to be accounted for during the planning phases (Senior Management 2).

Participants in this study also spoke of the importance of promoting Batho Pele principles such as involving community members in every step on the implementation of the IDP projects and also ensuring that the projects are people-centred. One participant stated that:

It is important to take into account Batho Pele principles in designing our IDP projects and making sure that all our projects benefit the majority or all of the people intended to benefit from

such a project. This is bringing people first. It is important as an aim to satisfy our community needs (Councillor 9).

In support to this above statement, another participant stated that:

The Municipality must engage community members at the beginning before even implementing the IDP projects to find out from them their concerns and how they want the projects to be implemented. It is only when you have community buy-in that projects are bound to be successful (Councillor 1).

6.8. CAPABILITIES AND COMPETENCIES TO DRIVE THE IMPLEMENTATION OF THE IDP

Participants were asked about the Umtshezi Local Municipality's capabilities and competencies to drive the implementation of the IDP and presented mixed responses. Some participants highlighted that the Municipality could improve on the capabilities and competencies to drive the implementation of the IDP as noted by one participant who stated that:

To some extent the Municipality has the capabilities and competencies to implement the IDP but the only problem is that we have an incompetent IDP manager who compels the Municipality to use consultants but there is no transfer of skills. The consultants do not even train the Municipal staff on how they do what they are hired to do. To me this is just waste a lot of funds and limits the capabilities and competencies of Municipal staff to drive the implementation of the IDP (Senior Management 1).

In support of the above assertion, another participant stated that:

No! The Municipality does not have the capabilities and capacity to efficiently and effectively implement the IDP because the IDP office does not go to the people in the various communities to witness the challenges they are facing. Some of us do not even know the role of the IDP Manager and what he is doing to improve the lives of the people in this Municipality (General Employee 1).

Another participant also supported the above assertions and also spoke of corruption affecting the capabilities to efficiently implement the IDP in the Umtshezi Local Municipality. He stated:

No, our Municipality is faced with a lot of challenges with regards to experienced staff as well as proper equipment and machinery needed to implement IDP projects effectively and efficiently. These challenges make it very difficult for IDP projects to be successful. There is a lot of attention that still needs to be put in aligning the Municipality IDP with the resources at hand. Corruption also needs to be dealt with in the Municipality if the IDP is to be successful in its mandate to serve the community and propel it's developmental Local Municipality agenda (General Employee 3).

However, some participants felt that the Municipality did have the capacity and capabilities to effectively implement the IDP. This is noted by one participant who reported: "Yes, the current management team is more than competent in achieving the goals set out in the IDP" (Senior Management 2). This was supported by another participant who stated: "The Municipality's IDP implementation is efficient and realistic but there is room for improvement to ensure that the majority of the poor people are reached by the basic services" (General Employee 5).

Recommendations for implementing future projects

Participants were asked to provide recommendations on how to implement future IDP projects and most of them spoke of the importance of community involvement in all stages of the implementation.

One participant noted:

There is a lot of room for improvement in implementing future projects. The Municipality should encourage greater participation of the community members in deciding the priority areas and also do away with hiring a lot of consultants who do not train Municipal staff on implementing the respective projects. This over dependency on consultants wastes a lot of taxpayers' money

and does not do justice to Municipal staff who need to be trained and equipped with skills on implementing various IDP projects (Senior Management 1).

Other participants spoke of the importance of staff training and the gradual decrease in the over-reliance of the Municipality on consultants and sub-contractors. This has the potential to promote skills development among staff and also save the Municipality a lot of money paid to consultants at exorbitant rates. One participant stated:

I feel the Municipality does not have the adequate capabilities and competencies to implement the IDP. The Municipality's over-reliance on external consultants and contractors to conduct IDP projects shows their lack of experience in implementing these projects for the communities. There is a lot of skills development that needs to be done to avoid the IDP being implemented by consultants. This skills development will go a long way in promoting sustainable knowledge of IDP projects implementation and reduce implementation costs to be paid to consultants hugely (Councillor 7).

6.9. CONCLUSION

This Chapter focused on the qualitative results and interpretation of statements of respondents according to different themes. From the results one can conclude that most participants are satisfied with the level of service delivery provided by the Umtshezi Local Municipality. However, there are other participants who are disgruntled and feel a lot more could be done by the Municipality to improve the lives of people in the Municipality. These concerns are important for the Local Municipality to take into consideration when implementing future IDP projects.

CHAPTER 7: GENERAL CONCLUSIONS AND RECOMMENDATIONS

7.0. INTRODUCTION

The fundamental aim of the study was to evaluate the implementation of the integrated development plan with particular reference to Umtshezi Local Municipality. This study was implemented to determine the extent to which the IDP implementation in Umtshezi Local Municipality contributed to service delivery, transformation, reduction of poverty and inequality and promotion of sustainable development. This Chapter provides an overview of the background, current literature, results from the study, a general conclusion and future recommendations.

Chapter one provided the background to the implementation of the IDP at a national level and the rationale for the study. It also provided aims and objectives of the study with a specific focus on the evaluation of IDP implementation in Umtshezi Local Municipality. This study also aimed at assessing the factors that have contributed to the successes and failures of the IDP as an instrument to integrate and transform Umtshezi Local Municipality. This study also aimed at providing recommendations that may add value to Municipal Managers and General Employees to better implement the IDP in future.

Chapter two provided the theoretical and legislative overview of the IDP with specific focus on the different legislative stages taken until the introduction of the IDP. This Chapter also focuses on the strengths and weaknesses of the IDP. Chapter three focused specifically on the implementation of the IDP in Umtshezi Local Municipality. Chapter four dealt with the methodology used in this empirical research, while Chapter five explored and provided an interpretation of quantitative research results. Chapter six provided qualitative results and interpretation to compliment the quantitative data presented in Chapter five.

7.1. GENERAL CONCLUSIONS

This study concludes that most participants do have an understanding of the implementation of IDP projects in the Municipality. There was also a general sense of agreement that the Municipality was implementing priority IDP projects in consultation with the community members and that people were generally satisfied with the service delivery. It can also be concluded that while the rates of poverty and inequality are still high in the Municipality, like in most Municipalities in South Africa, some people have and continue to benefit from IDP projects such as housing, water and sanitation, electrification of their houses, while communities benefit largely from the construction of Community Halls, installations of street lights and construction of roads and other infrastructure. All these projects also provide job opportunities for local community members for short and long periods. These opportunities are a source of poverty alleviation for the community members in poverty and in need for jobs to earn a living.

The building of houses and provision of fresh water and sanitation and the electrification of houses are all positive moves to reduce the inequality between the rich and the poor. These services mean that the poor can access the same basic needs as the rich. However, these successful stories cannot go without challenges that were brought up by participants in the study. A number of challenging including lack of capacity, capabilities and funding to efficiently and effectively implement IDP projects limits the success of the projects being implemented to benefit specifically the poor in the society. Corruption and incompetence of Umtshezi Local Municipality staff, which often leads to over-reliance on consultants (charging exorbitant rates), were also highlighted as a challenge in the implementation of IDP projects. These are areas that the Municipality needs to address as a matter of urgency to avoid further loss of finances. The cut in this unneeded expenditure has potential to create more finances which can be channelled to the pro-poor development agenda.

7.2. RECOMMENDATIONS

The study came up with a number of recommendations, which are discussed in this section of the Chapter, namely; capacity development and enhancement; promote community engagement at all stages of IDP projects implementation; fundraising within the Municipality; build effective leadership; and empowerment of Councillors.

7.2.1. Capacity development and enhancement

The study recommends that capacity development and enhancement programmes with an emphasis on workplace skills development should be encouraged and prioritized to ensure sustainable human capital development in the Municipality. Capacity development programmes should also be accompanied by proper identification and definitions of personnel skills and their training requirements. Efficient and effective performance appraisals, as a way of monitoring and evaluating staff performance should take place on an annual basis to ensure that those who excel in service delivery are rewarded while those who underperform are either placed on performance management or have their contracts terminated.

7.2.2. Promote community engagement at all stages of IDP projects implementation

Most of the participants in the study recommended the Municipality needed to increase community awareness and community consultations on the priority IDP projects that are needed to be implemented. This assists in delivering the most important services to the citizens in the Municipality while also doing away with possible unrest from disgruntled community members. Community ownership of projects is also critical for the sustainability of all the projects that are implemented as the community members feel that they were part of the process and will preserve the respective projects. Councillors, Municipal Managers and Community Leaders are encouraged to hold regular meetings with community members for providing updates on the progress of the projects which are being

implemented and the planned projects so as to also get input from the community members on how to go about the processes and what other stakeholders and resources the Municipality needs to engage to ensure the success of IDP projects.

7.2.3. Revenue within the Umtshezi Local Municipality

The Umtshezi Local Municipality has cited lack of funding as one of the critical challenges they are facing in achieving some IDP project goals. These challenges may be resolved by fundraising in a number of ways which include writing funding proposals to donor agencies seeking partnerships to implement projects which benefit the community. This process would require a strong fundraising team which will also focus on seeking funding from corporate entities and individual people who would want to contribute to pro-poor development. However, it is also critical that the money that is fundraised is properly accounted for and all financial reports submitted to the funders timeously. This will ensure trustworthiness and encourage more funders to contribute to the integrated development plan projects in the Municipality.

7.2.4. Build people-centred, efficient and effective municipal leadership

It is very important that the Municipality builds effective, people-centred and efficient leadership. This will ensure proper planning, good communication among stakeholders, and in the end lead to participatory development in the Municipality. Leadership should be able to draft IDP progress reports that are easy to read and understand, possibly translated into local languages. This will provide opportunities to make the information on IDP projects widely understood. Reports should also be easily and widely accessible to the community members who want to read them. Project dissemination meetings should also be arranged to ensure that when the project comes to an end, the respective Department should address the people in the community about the project, its success, and the challenges they might have faced and offer possible recommendations on how better they may

implement such projects in future. These dissemination meetings should also provide a platform for community members to voice their opinions on the project implementation and suggest any recommendations on how to implement future projects. This will be a learning process for both the community members and the Municipality staff and will ensure transparency and participation in decision-making processes.

7.2.5. Empowerment of Councillors

The study participants also recommended that it was critical for the Councillors in the Local Municipality to be empowered with programmes that enable to perform their mandates with due diligence in their respective portfolios. Councillors need to be the middle-men between the community and Umtshezi Local Municipality and they need to know the budgets they are working on and also the needs of the people. Councillors need to take these into account and then suggest the best way they may develop their constituencies with the amount of resources allocated to them by the Municipality. Councillors need to be honest with the community on what the Municipality can deliver and what they cannot deliver and offer possible explanations and solutions on how to get funding to supplement what the Local Municipality is already providing for the community. Councillors have the mandate to ensure development in their communities and should be made aware that they do not only rely on state funds to drive development but should form strategic fundraising teams to obtain more funding for projects.

7.2.6. Conclusion

From the above conclusion and recommendations one can argue that the Umtshezi Local Municipality is going a good job with regards to its mandates on implementing the IDP. However, there are some challenges which need to be addressed to ensure an efficient, effective and successful implementation of the IDP projects in the Local Municipality. This successful implementation of the IDP projects in the

Municipality has huge potential in improving service delivery, encouraging transformation at all levels, reduce poverty and inequality, and promote pro-poor and sustainable development.

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APPENDIX A: QUESTIONNAIRE FOR MANAGEMENT AND STAFF AT UMTSHEZI LOCAL MUNICIPALITY

INSTRUCTIONS

- You are requested to participate in this research survey and express your views and opinion about the implementation of the integrated development plan in Umtshezi Local Municipality.
- This survey is strictly confidential: Kindly do not write your name or any identifying information on the questionnaire.
- Please answer all questions.
- Be open and honest.

SECTION A: DEMOGRAPHIC INFORMATION

Please make an X in the appropriate box.

1. What is your gender?	Male	1
	Female	2

2. What is your race?	African	1
	Indian	2
	Coloured	3
	White	4
	Other	5

3. What is your age?	25 and below	1
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	26-30 years	2
	31-35 years	3
	36-40 years	4
	41-45 years	5
	46-50 years	6
	51 and older	7

SECTION B: MUNICIPAL SELF-ASSESSMENT QUESTIONS

ASSESSMENT CRITERIA

Numerical scale	Descriptive scale	Interpretation
5	Excellent	Exceeds required level of compliance
4	Very good	Evidence of consistently and constantly complying with requirements
3	Meets expectations	Meets all criteria
2	Needs improvement	Something has been done, but the required level of compliance is below standard
1	Poor	The required level of compliance has not yet been achieved
0	Not done	This issue has not yet been addressed/no compliance

HIGH LEVEL PERCEPTION SURVEY							
No.	The degree to which:	RATING SCORE					
		5	4	3	2	1	0
1	Rate the municipality as a whole in terms of its ability to deliver as per its mandate						
2	The municipality has set standards for continuous improvement						
3	The municipality has actively engaged in strategic partnership with stakeholders, Provincial Departments, other municipalities and its customers and staff in all areas of business						
4	The municipality delivers accessible services to its communities/customers						
5	The municipality is continuously developing and improving						
6	The municipality uses resources effectively and imaginatively						
7	The municipality contributes to improving opportunities and quality of life of all communities it serves						
8	The municipality displays commendable work ethic, teamwork and morale						

Total scoring						
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LEADERSHIP AND ETHICS SURVEY							
No.	The degree to which:	RATING SCORE					
		5	4	3	2	1	0
1	Municipal management has set direction and created a positive environment to encourage efficient and effective service delivery						
2	Municipal management has ensured that they continuously measure and track performance at all levels						
3	Municipal management is working in partnership with its customers in meeting, understanding and responding to their needs and expectations						
4	Municipal management has ensured that they and the municipality as a whole operate in an ethical manner in order to demonstrate good governance and to promote confidence and trust within the community						
5	The municipal management has ensured that:						
	5.1. Its own tailored code is in place for Councillors in accordance with the prescribed legislation						
	5.2. Its own tailored code is in place for managers in accordance with prescribed legislation						
	5.3. A code for how customers/communities will be treated is in place for each division/service area.						
	5.4. The benefits of operating in an ethical manner are understood and supported by all						
Total scoring							

CORPORATE AND SOUND GOVERNANCE SURVEY							
No.	The degree to which:	RATING SCORE					
		5	4	3	2	1	0
1	Policies and plans are in place to ensure good governance						

	in accordance with applicable legislation:						
	a. Accountability and transparency						
	b. Public participation and consultation						
	c. Innovation and recognition						
	d. Corruption prevention						
	e. HIV/AIDS prevention						
	f. Youth development programmes						
	g. Institutional transformation (continuous review of the municipality delivery mechanism)						
	h. Sport development						
2	There is a structure in place to deliver the objectives of the IDP in terms of:						
	a. Municipal strategic direction						
	b. Service delivery impact assessment						
	c. Service targets						
3	Measurable targets are in place to fulfill the objectives of:						
	a. Integrated development plan (IDP)						
	b. Individual key performance indicators (KPI)						
	c. Corporate governance – (Batho Pele, Municipal Service Charter, Municipal Service Standards etc)						
4	There is a corporate strategy in place enabling:						
	a. Enterprise resource and planning (ERP) (to meet demand and ensure work integration)						
	b. Internal auditing						
	c. Shared services						
	d. Corruption prevention						
5	Performance is appraised and reported in the Municipal performance report						
Total scoring							

APPENDIX B: INTERVIEW SCHEDULE FOR MANAGEMENT AND STAFF AT UMTSHEZI LOCAL MUNICIPALITY

INSTRUCTIONS

- You are requested to participate in this research and express your views and opinion about the implementation of the integrated development plan in Umtshezi Local Municipality.
- **This interview is strictly confidential:** Kindly do not write your name or any identifying information on the questionnaire.
- Please answer all questions.
- Be open and honest.

SECTION A: DEMOGRAPHIC INFORMATION

Please make an X in the appropriate box.

4. What is your gender?	Male	1
	Female	2

5. What is your race?	African	1
	Indian	2
	Coloured	3
	White	4
	Other	5

6. What is your age?	25 and below	1
	26-30 years	2

	31-35 years	3
	36-40 years	4
	41-45 years	5
	46-50 years	6
	51 and older	7

SECTION B: IMPLEMENTATION OF THE IDP IN UMSTHEZI MUNICIPALITY

1. In which department do you belong?

2. What do you think is the role of the integrated development plan in your municipality and who are the targeted beneficiaries of the IDP projects?

3. What role is played by your department in realising the goals of the integrated development plan in your Local Municipality?

4. What are your department's objectives regarding poverty reduction through the integrated development plan in your Local Municipality?

5. What are your department's objectives regarding reducing inequality among residents in your municipality through the integrated development plan?

6.3. If yes, who was involved in deciding that your department conducts these projects your Local Municipality? (**Probe: Was this a consultative process with the community members, other stakeholders or it was just the municipal staff?**)

6.4. Was the community involved in the decision-making to conduct these projects?

6.5. If yes, how involved were community members in deciding which projects to implement? (**Probe: What contributions did the community members make?**)

APPENDIX C: INTERVIEW SCHEDULE FOR COMMUNITY MEMBERS IN UMTSHEZI LOCAL MUNICIPALITY

INSTRUCTIONS

- You are requested to participate in this research and express your views and opinion about the implementation of the integrated development plan in Umtshezi Local Municipality.
- **This interview is strictly confidential:** Kindly do not write your name or any identifying information on the questionnaire.
- Please answer all questions.
- Be open and honest.

SECTION A: DEMOGRAPHIC INFORMATION

Please make an X in the appropriate box.

7. What is your gender?	Male	1
	Female	2

8. What is your race?	African	1
	Indian	2
	Coloured	3
	White	4
	Other	5

9. What is your age?	25 and below	1
	26-30 years	2

	31-35 years	3
	36-40 years	4
	41-45 years	5
	46-50 years	6
	51 and older	7

10. How many are you in your household?	1 to 3	1
	4 to 6	2
	7 to 9	3
	10 and more	4

11. What is your educational qualification?	Tertiary (degree/diploma)	1
	Certificate beyond Matric	2
	Matric	3
	Below Matric	4

SECTION B: ACCESS TO INFRASTRUCTURE

1. Housing	Formal house	1
	House provided through the IDP process	2
	Shack	3
	Other	4

2. Toilet type	Flush toilet in the house	1
	Communal flush toilet	2
	Ventilated pit latrine	3
	Bucket system	4

3. Access to basic services (Tick more than one)	Electricity	1
	Water	2
	School	3
	Health facilities	4
	Sports facilities	5
	Emergency services	6
	Transport services	7
	Roads	8
	Solid waste management	9

4. Conditions of services provided	Very bad	Bad	Fair	Good
Electricity				
Water				

Telephone				
Emergency services				
School				
Sports facilities				
Health facilities				
Transport services				
Road				
Solid waste management				

5. Can you afford paying for the municipal services provided to you?	Yes	1
	No	2

SECTION C: IDP Implementation

1. Do you have any knowledge about the integrated development plan? (If no, skip question 2)	Male	1
	Female	2

2. If yes, please explain in your own words what IDP is.

3. Are there any municipal projects currently being conducted in your Local Municipality? If yes, what are they?

4. Was the community involved in deciding what projects to implement in your Local Municipality? If yes, how consultative was the process of involving communities in deciding what projects were priorities in your municipality?

8. What advice would you provide to municipal management in the implementation of IDP projects in future?

APPENDIX D: QUESTIONNAIRE FOR COMMUNITY MEMBERS UMTSHEZI LOCAL MUNICIPALITY

INSTRUCTIONS

- You are requested to participate in this research survey and express your views and opinion about the implementation of the integrated development plan in Umtshezi Local Municipality.
- This survey is strictly confidential: Kindly do not write your name or any identifying information on the questionnaire.
- Please answer all questions.
- Be open and honest.

SECTION A: DEMOGRAPHIC INFORMATION

Please make an X in the appropriate box.

12. What is your gender?	Male	1
	Female	2

13. What is your race?	African	1
	Indian	2
	Coloured	3
	White	4
	Other	5

14. What is your age?	25 and below	1
	26-30 years	2

	31-35 years	3
	36-40 years	4
	41-45 years	5
	46-50 years	6
	51 and older	7

SECTION B: COMMUNITY ASSESSMENT QUESTIONS for IDP Implementation

ASSESSMENT CRITERIA

Numerical scale	Descriptive scale	Interpretation
5	Excellent	Exceeds required level of compliance
4	Very good	Evidence of consistently and constantly complying with requirements
3	Meets expectations	Meets all criteria
2	Needs improvement	Something has been done, but the required level of compliance is below standard
1	Poor	The required level of compliance has not yet been achieved
0	Not done	This issue has not yet been addressed/no compliance

MUNICIPAL CUSTOMER SATISFACTION SURVEY							
No.	As the customer/community member of Umtshezi Local Municipality	RATING SCORE					
		5	4	3	2	1	0
1	Please rate your perceived level of speed of service delivery in your area						
2	Please rate your perceived level of how well the municipality understands your specific needs						
3	Please rate your perceived level of how well the municipality is focused on delivering high-quality municipal services						
4	Please rate your perceived level of how well the municipality involves you in the development of the municipal key performance indicators (to increase accountability)						
5	Please rate your perceived level of how service delivery meets your expectations						
6	Please rate how often you are requested to rate the level of service delivery of the municipality						
7	Please rate the extent to which the municipality involves you in all stages of formulation of the municipal integrated						

	development plan (IDP)						
8	Please rate the extent to which you are satisfied with the deliverables of the municipal IDP						
9	Please rate your perceived level at which the municipality subscribes to Batho Pele principles						
Total scoring							

SECTION C: PERCEPTIONS REGARDING THE IMPLEMENTATION OF THE IDP

ASSESSMENT CRITERIA

1	2	3	4	5
Strongly agree	Disagree	Undecided	Agree	Strongly agree

1. Understanding of IDP

1	I know what IDP is about	1	2	3	4	5
1	IDP offers a better quality of life to disadvantaged communities	1	2	3	4	5
1	The IDP process is a vehicle for development and offers better socio-economic development	1	2	3	4	5
1	The IDP in Umtshezi municipality is not realistic	1	2	3	4	5

2. Community participation

2	The voices of the community people at grassroots level are heard	1	2	3	4	5
2	Municipality does not consult much with community to determine their priorities	1	2	3	4	5
2	The ward committee system is not functioning properly in deepening democracy and promoting public participation in the Local Municipality	1	2	3	4	5
2	The community is made aware of development projects	1	2	3	4	5
2	Proper communication, transparency and consultation take place during the planning and implementation of projects in the community	1	2	3	4	5

2	Access to and dissemination of information is adequate	1	2	3	4	5
2	There is an opportunity for people in the community to participate in the municipality's IDP processes and budgeting	1	2	3	4	5
2	The municipality's style is top-down and bureaucratic, not allowing for enough participation from community members	1	2	3	4	5

3. IDP impact on the community

3	Policies, procedures and structures are in place only on paper, and not in practice	1	2	3	4	5
3	The municipality has improved my life in the past five years through the implementation of IDP	1	2	3	4	5
3	There is satisfaction in the way in which IDP projects are being implemented	1	2	3	4	5
3	My participation in the implementation of the IDP brings sustainability to community projects	1	2	3	4	5
3	The Umtshezi Local Municipality is currently addressing poverty related challenges	1	2	3	4	5
3	There are major development backlogs in my area that have not been accomplished by IDP projects	1	2	3	4	5
3	Looking at the past five years I would say our municipality has made a lot of improvements in people's lives	1	2	3	4	5
3	Looking at the current municipal IDP, the lives of people will generally improve in the next five years	1	2	3	4	5

APPENDIX E: INFORMATION SHEET & CONSENT FORM

UNIVERSITY OF KWAZULU-NATAL SCHOOL OF MANAGEMENT, IT AND GOVERNANCE

Dear Respondent,

(Mixed Research Project – Both Qualitative and Quantitative) Research Project

Researcher: Derrick Bongani Dlamini (082 521 6055)

Supervisor: Professor Purshottama Sivanarain Reddy (031 260 7578/7756)

Research Office: Ms. P Ximba (031 260 3587)

I, Derrick Bongani Dlamini a Qualitative and Quantitative Research student, at the School of Management, IT and Governance, of the University of KwaZulu-Natal. You are invited to participate in a research project entitled: Evaluating the implementation of the integrated development plan with reference to Umtshezi Local Municipality. The aim of this study is to evaluate the implementation of the integrated development plan with reference to Umtshezi Local Municipality. Through your participation I hope to understand and establish the strength, weaknesses of the integrated development plan with reference to Umtshezi Local Municipality. The results of the survey are intended to contribute to making recommendations on how the integrated development plan in Umtshezi Local Municipality can be implemented better in the future to meet the needs of the communities it serves.

Your participation in this project is voluntary. You may refuse to participate or withdraw from the project at any time with no negative consequence. There will be no monetary gain from participating in this survey. Confidentiality and anonymity of records identifying you as a participant will be maintained by the School of Management, IT and Governance, UKZN. Any information given by you cannot be used against you, and the collected data will be used for purposes of this research only. Data will be stored in secure storage and destroyed after 5 years.

If you are willing to be interviewed, please indicate (by ticking as applicable) whether or not you are willing to allow the interview to be recorded by the following equipment:

	Willing	Not willing
Audio equipment		
Photographic equipment		
Video equipment		

If you have any questions or concerns about completing the questionnaire or about participating in this study, you may contact me or my supervisor at the numbers listed above. You may also contact the Research Office through:

P. Mohun

HSSREC Research Office,

Tel: 031 260 4557 E-mail: mohunp@ukzn.ac.za

The survey should take you about 45 minutes to complete. I hope you will take the time to complete this survey.

CONSENT

I.....(full names of participant) hereby confirm that I understand the contents of this document and the nature of the research project, and I consent to participating in the research project.

I understand that I am at liberty to withdraw from the project at any time, should I so desire.

SIGNATURE OF PARTICIPANT

DATE

.....

APPENDIX F: LETTER REQUESTING PERMISSION TO CONDUCT STUDY

The Municipal Manager

Umtshezi Local Municipality

RE: REQUEST FOR PERMISSION TO CONDUCT RESEARCH IN UMTSHEZI LOCAL MUNICIPALITY

Dear Sir

My name is Derrick Bongani Dlamini, and I am a Master's student at the University of KwaZulu-Natal, Westville Campus. The research I wish to conduct for my Master's dissertation involves evaluating the implementation of the integrated development plan with reference to Umtshezi Local Municipality. This project will be conducted under the supervision of Professor Purshottama Sivanarain Reddy (UKZN, South Africa).

I am hereby seeking your consent to conduct research with 20 Community members; 28 municipal employees in Umtshezi Local Municipality.

I have provided you with a copy of my dissertation proposal which includes copies of the data collection instruments and consent forms to be used in the research process, as well as a copy of the Ethical Clearance letter which I received from the UKZN Research Ethics Committee.

Upon completion of the study, I undertake to provide Umtshezi Local Municipality with a bound copy of the full research report. If you require any further information, please do not hesitate to contact me on 200300910@stu.ukzn.ac.za. Thank you for your time and consideration in this matter.

Yours sincerely,

Derrick Bongani Dlamini

University of KwaZulu-Natal

APPENDIX G: ETHICAL CLEARANCE LETTER FROM UKZN



30 September 2014

Mr Derrick Bongani Dlamini 200300910
School of Management, IT and Governance
Westville Campus

Dear Mr Dlamini

Protocol reference number: HSS/1078/014M

Project Title: Evaluating the implementation of the integrated development plan with reference to Umtshezi Local Municipality

Full Approval – Expedited

This letter serves to notify you that your application in connection with the above has now been granted Full Approval

Any alterations to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project; Location of the Study, Research Approach/Methods must be reviewed and approved through an amendment /modification prior to its implementation. Please quote the above reference number for all queries relating to this study. PLEASE NOTE: Research data should be securely stored in the school/department for a period of 5 years.

The ethical clearance certificate is only valid for a period of 3 years from the date of issue. Thereafter Recertification must be applied for on an annual basis.

Best wishes for the successful completion of your research protocol

Yours faithfully

Dr Shanuka Singh (Chair)
Humanities & Social Science Research Ethics Committee

/pm

cc Supervisor: Professor PS Reddy
cc Academic Leader: Professor Brian McArthur
cc School Admin: Ms Angela Pearce

Humanities & Social Sciences Research Ethics Committee

Dr Shanuka Singh (Chair)

Westville Campus, Govan Mbeki Building

Postal Address: Private Bag X54001, Durban 4000

Telephone: +27 (0) 31 260 3587/3356/4557 Facsimile: +27 (0) 31 260 4909 Email: simbo@ukzn.ac.za / shenkatm@ukzn.ac.za / msh100@ukzn.ac.za

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